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FINANCIAL TIMES

Thursday April 9 1992

EUROPE'S BUSINESS NEWSPAPER

D 8523A

RAF on alert as Iraq moves in missile batteries

Royal Air Force warplanes in the Middle East were put on a high state of alert as tensions soared after Iraq moved anti-aircraft missile batteries into a prohibited area, north of Iraq's 36th parallel. Britain was discussing what response should be made with the United States and France and other members of the United Nations Security Council. General Colin Powell, chairman of the US Joint Chiefs of Staff, did not rule out renewed military action. Earlier report, Page 4.

German stand-off: Hopes of early cross-party co-operation in the aftermath of stunning gains by the far right in two state elections faded when leaders of the ruling Christian Democrats and opposition Social Democrats retreated to entrenched positions. Page 16.

Winning ways: Governor Bill Clinton of Arkansas has the Democratic party's presidential nomination firmly in his reach after winning in primaries in New York, Wisconsin and Kansas. Page 16; Mathematical reality points to Clinton, Page 6.

Alcatel Alsthom, French telecommunications and engineering group, reported a higher than expected 20 per cent rise in net annual profits to FFrs.2bn (\$1.1bn) and forecast a further improvement in the current year. Page 17.

Ex-Wimbledon champion 'has AIDS virus'
Arthur Ashe, left, 1975 Wimbledon tennis champion, was reported to have tested positive for the AIDS virus. Ashe, 48, contracted the virus during open-heart surgery in 1979, according to a US TV report. Since retiring Ashe had captained the US Davis Cup tennis team.

Arafat escapes: Palestinian Liberation Organisation leader Yasser Arafat, had a miraculous escape when he walked away from an aircraft crash in which three crew members were reported killed in the Libyan desert. Page 4.

NTT telecommunications group, world's largest company in terms of capitalisation and Japan's largest employer, expects profits to fall sharply in the face of increased competition from newly licensed telecommunications carriers. Page 17.

Noriega deadlocks: The jury in the drug-trafficking conspiracy trial of Panama's former leader, General Manuel Antonio Noriega, said it was deadlocked, but the trial judge in Miami sent it back for more deliberations. Page 6.

ICL, UK-based computer manufacturer in which Fujitsu of Japan has a majority stake, was hit by a 30 per cent drop in operating profit in 1991, in the worst trading environment the computer industry has experienced. Page 17.

UK trucks rev up: The start of a recovery in the UK new vehicle market has been signalled by last month's sales of heavy trucks, which show the first monthly year-on-year rise since September 1989. Page 10.

Nuclear test halt: France announced it was suspending its controversial nuclear weapons tests programme in the South Pacific until the end of the year and proposed that all other nuclear powers follow its example.

Queens Moat Houses, UK hotels group, announced full-year pre-tax profits down 3.9 per cent to £90.4m, slightly below expectations, and warned there was no sign of a sustained recovery in its UK business. Page 24 and Lex, Page 16.

Lockerbie offer: Libya renewed its offer to hand over to a neutral state two of its nationals wanted for trial in the west for the 1988 Lockerbie Pan Am airliner bombing. Page 4.

BCCh: Creditors of the collapsed Bank of Credit and Commerce International have been given another four weeks by the High Court in London in which to make up their minds about draft agreements to settle their claims. Page 10.

Gold opportunity: Russian authorities are engaged in a battle over whether to allow an unprecedented deal involving an Australian consortium in Russia's previously closed gold mining industry. Page 2.

US visit off: Nato secretary-general Manfred Wörner has cancelled a visit to the United States which was to have started yesterday because of surgery planned for next week. No details of his illness have been disclosed.

US and European markets reflect Japanese woes

By Our Financial Staff

SHARE PRICES fell sharply in Japan, Europe and the US yesterday amid fears about the international repercussions of the faltering Japanese economy.

Investors showed concern that financially troubled Japanese banks could reduce their lending to other parts of the developed world, adding to the risks of a global economic slowdown.

Worries on this score were particularly marked in Europe,

which has benefited in recent years from large inward investments from Japan. A reduction in lending could particularly affect growth prospects in countries such as Britain and France which are in economic difficulties.

There is also nervousness that the mounting problems in Japan could hold back faltering signs of a revival in the still-fragile US economy.

In Tokyo, domestic investors showed increasing concern about the gloomy outlook for the Japanese economy. According to a survey by the Kaidanren, the employers' federation, 90 per cent of business leaders expect the economy to remain sluggish at least until October.

On the Tokyo stock market, such sentiments helped to push the Nikkei average down 616.02 to a close at 17,175.53, its lowest level in 5 1/2 years. During trading the Nikkei fell through the 17,000 level and touched 16,892 but recovered amid sporadic bargain-hunting.

The Nikkei has fallen by 35 per cent since the beginning of the year and by 56 per cent from its peak in December 1989.

In Europe, reactions to the falls in the Tokyo market were particularly pronounced in France, where prices on the Paris bourse were shaved by 3.4 per cent. Shares quoted in Frankfurt and Amsterdam dropped by 1 per cent.

But in London, where investors are preoccupied with today's general election, stock prices were

less affected. The FT-SE 100 index of leading shares, which has steadied in the past few days after a 65-point fall last week, lost 11.0, closing at 2,393.2.

On Wall Street, Tokyo's fall unnerved traders and the Dow Jones Industrial Average dropped 60.31 to 3,163.24 in morning trading, its lowest level of the year, before starting to recover in the early afternoon. At around noon New York time, it was quoted at 3,171.29, down 42.28.

Ms Ruth Lea, economist at the

London office of Mitsubishi Bank, the Japanese bank, said the slide in the Japanese economy was "very worrying" for other parts of the world.

Mr James Williams, a fund manager at Barings merchant

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Japanese bank shares keep falling; NTT profit warning, Page 17

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UK election today will be closest since 1974

By Philip Stephens, Political Editor, in London

BRITAIN votes today in its most closely fought general election since 1974. The final opinion polls left the outcome as uncertain as ever, after a last-minute swing from the opposition Labour party to the ruling Conservatives.

Three surveys published last night suggested that Labour and Conservatives each could expect about 38 per cent of the vote, with the Liberal Democrats at 20 per cent, although a fourth gave Labour a larger lead.

If that result were reproduced in today's election, it would leave a hung parliament, one in which no party had an overall majority. Either leader might then seek to form a minority government with the backing of the Liberal Democrats and other smaller parties.

But as Mr Paddy Ashdown, the Liberal Democrat leader, continued to insist that the price for his support would be a firm commitment to electoral reform, neither Mr Major, Conservative prime minister, nor Mr Neil Kinnock, Labour's leader, would contemplate that possibility.

Senior strategists said that regional variations in voting patterns and the traditional statistical margin of error in opinion polls meant that it was still possible for one party to emerge with an overall majority.

As all three parties made a last push for votes yesterday, Mr Kinnock and Mr Major insisted that late surges in support for their respective parties would give them that majority. But the final opinion polls offer more comfort

to the prime minister than to his Labour counterpart.

Labour's support has been steady at about 40 per cent for most of the campaign, falling below that level in most polls only during the past few days. Conservative strategists were last night predicting that Mr Major's warnings that a victory for Mr Kinnock would wreck the prospects of economic recovery had given his party momentum in the crucial phase of the campaign.

Mr Paddy Ashdown, buoyed by poll indications that his Liberal Democrats may make strong gains in south-west England, predicted that their share of the vote would exceed the 23 per cent achieved in 1987 by its predecessor centre grouping, the Liberal/Social Democratic party alliance.

Three polls last night put the Liberal Democrats on 20 per cent. Gallup had the Conservatives on 38.5 per cent with Labour on 38 per cent. Mori gave Labour 39 per cent against the Conservatives' 38 per cent and ICM put the main parties at 38 per cent each.

A fourth poll by NOP, however, showed Labour with 42 per cent, widening its lead over the Conservatives, who had 39 per cent, with Liberal Democrat support falling to 17 per cent.

Today's election comes at the end of a frequently bitter cam-

Opposition clamour interrupts speech by new premier Bérégovoy to put jobs first

By Ian Davidson in Paris



MR Pierre Bérégovoy, France's new prime minister, yesterday undertook to make the fight against unemployment the first priority of his government, but without undermining the existing policy of economic rigour and monetary stability.

His opening declaration to the National Assembly, however, was subjected to a systematic barrage of hostile clamour from the conservative opposition benches, indicating that the new government is likely to face a rough ride in the 11 months left before the next general election.

Mr Bérégovoy lived up to his reputation for straight dealing when he announced that there would be no change in France's electoral system before those elections.

Last autumn President François Mitterrand urged a shift towards more proportional representation, which set off a ferment of suspicion that he intended to change the voting rules solely in order to evade defeat. That way out has now been closed, in a significant demonstration of the authority of the new premier.

The crescendo in the opposition uproar came when Mr Bérégovoy undertook to wage war against corruption in public life. Scandals concerning illegal party financing have in recent years tarnished the reputation of the French political establishment, especially the Socialist party, and Mr Bérégovoy promised his government would give full support to judicial investigations.

"If there are cases which have been delayed", he said, "believe me, they will not be delayed any more".

At this point, his speech was effectively drowned out by opposition barracking. Mr Bérégovoy

then ominously waved a piece of paper which, he said, contained "a list of persons about whom I might want to speak to you".

After even louder roars of protest, about a quarter of the opposition members walked out. When they had gone, Mr Bérégovoy said none of the names on his list was a member of the National Assembly.

To accelerate the recovery, Mr Bérégovoy said value added tax applied to cars and luxury goods at a higher rate of 22 per cent would be reduced to the standard rate of 16.6 per cent from next Monday, nine months ahead of the timing set by the European Community's single market.

The finance ministry indicated that the VAT cut would cost FFrs.4.3bn (\$760m) in 1992 and FFrs.7bn in a full year. But Mr Bérégovoy made clear his government intended to maintain a firm grip to keep the budget deficit under control.

Mr Bérégovoy promised that by the end of October 900,000 of the long-term unemployed, out of a total figure just short of 3m, would be offered either a job, or training, or a suitable form of community service. In addition, he said the government would promote part-time working, in part by reducing social security charges.

Mr Bérégovoy obliquely conceded that, as finance minister, he had allowed last year's planned deficit to rise as a result of falling revenues, but he promised that any new spending in the fight against unemployment would be financed either by the sale of state assets or by cost savings.

As a gesture of support for nuclear disarmament, he announced that France would suspend all nuclear weapon tests for the rest of this year.

Moves to slacken reform in Russia threaten \$24bn aid

By John Lloyd in Moscow

THE RUSSIAN government's moves to slacken economic reform and credit policy are threatening aid promised from the west, officials of international economic institutions warned yesterday.

The World Bank and the International Monetary Fund are concerned that concessions the Russian government has had to make, in the face of a conservative onslaught on its reform programme, will render useless the proposed \$24bn aid which was announced last week by US president George Bush and Mr Helmut Kohl, the German chancellor.

This is seen as especially true of the \$6bn fund earmarked for the stabilisation of the rouble. One official said last night: "It is hard to see aid flowing in large amounts if the programme proposed to the IMF is substantially altered, if they don't get what looks like a fixed exchange rate for the rouble they won't get the money to stabilise it."

In the past three days of sessions of the Russian Congress of

Peoples Deputies, the government has made clear that it intends to grant credits of up to Rbs200bn to agriculture and industry, and to raise pensions and other benefits.

However, even these concessions may not be enough to placate all of the deputies. Last night it emerged that the commission preparing a resolution on economic reform, due to be debated today, had narrowly voted to propose that President Boris Yeltsin should be stripped of his emergency powers - including his post as prime minister.

Mr Yegor Gaidar, the first deputy prime minister, told a meeting of the deputies supporting the government: "As soon as Yeltsin gives up his powers as prime minister there is no government in Russia any longer. Everything would be paralysed. All of the government would immediately resign."

However, another minister revealed that the cabinet had prepared a list of names of those with whom it would be prepared to work as replacement prime

ministers, and another list of names with whom it would not be prepared to work.

Russian membership of the IMF is expected to go through at the end of this month. However, an agreed programme of assistance could be delayed indefinitely if the reforms are off course. Western calculations suggest that the size of the budget deficit in the first quarter of the year stands at between 8 and 15 per cent of the gross domestic product.

One western adviser said: "If they really were closing enterprises and laying people off then there might be a case for putting more credit into industry. But they're not at that point yet, so it's hard to believe it's a good idea."

Mr Laurence Summers, chief adviser to the World Bank, said: "The worldwide lesson is that hard budget constraints are not a sufficient condition for the reform of enterprises, but that they are necessary."

Gold mining battle, Page 2

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The Markets			
STOCK INDEXES			
FT-SE 100	2,393.2	(-11.0)	
Yield	5.06		
FT-SE Eurotrack 100	1,463.00	(-13.37)	
Stocks All Share	1,444.80	(-0.9%)	
Nikkei	17,175.53	(-616.02)	
New York Composite	3,163.24	(-60.31)	
Dow Jones Ind. Ave.	3,171.29	(-42.28)	
S&P Composite	302.88	(-5.08)	
US BOND YIELD RATES			
3-mo Treasury	5.07%		
6-mo Treasury	5.07%		
1-yr Treasury	5.07%		
2-yr Treasury	5.07%		
3-yr Treasury	5.07%		
5-yr Treasury	5.07%		
10-yr Treasury	5.07%		
30-yr Treasury	5.07%		
LONDON MONEY			
3-mo Interbank	10.50%	(10.50%)	
6-mo Interbank	10.50%	(10.50%)	
1-yr Interbank	10.50%	(10.50%)	
3-mo Bank Bill	10.50%	(10.50%)	
6-mo Bank Bill	10.50%	(10.50%)	
1-yr Bank Bill	10.50%	(10.50%)	
NEW YORK MONEY			
3-mo Interbank	10.50%	(10.50%)	
6-mo Interbank	10.50%	(10.50%)	
1-yr Interbank	10.50%	(10.50%)	
3-mo Bank Bill	10.50%	(10.50%)	
6-mo Bank Bill	10.50%	(10.50%)	
1-yr Bank Bill	10.50%	(10.50%)	

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Dublin's abortion dilemma deepens

By Tim Coone in Dublin

THE Irish government's dilemma on abortion deepened yesterday, following a decision to hold a new referendum on the issue after a referendum to ratify the Maastricht treaty tentatively scheduled for June.

Mr Albert Reynolds, the prime minister, told members of his Fianna Fail parliamentary group that he wants to avoid the two issues, become "entangled" and that the ratification of the treaty is the government's top priority.

Mr Noel Dempsey, the party chief whip, said: "It would be devastating for this country and future generations if we were to let these two issues become entangled... we are not going to be stampeded into making hasty and ill-judged decisions by any groups. We don't want to rush into another abortion referendum as we did in 1983 with the results that we have now."

It looks increasingly likely, however, that the abortion issue will become central to the debate on the Maastricht treaty. EC law guarantees the right of all citizens to travel freely within the community to avail themselves of services legally available.

Dr Mary Lucey, president of the Society for the Protection of the Unborn Child (SPUC), said yesterday: "The Maastricht treaty will sell Irish unborn lives for a mess of pottage, for money - as if it's going this referendum on Maastricht will be a referendum on abortion." SPUC is the principal pro-life lobby group in Ireland and played a key role in inserting the right-to-life amendment into the constitution in a referendum in 1983.

The abortion referendum would be aimed at guaranteeing the right of women to travel abroad for an abortion, and for them to receive abortion information in Ireland. It would also seek to rectify the situation created by a Supreme Court ruling last month which permits pregnant women who face a threat to their lives to obtain an abortion abroad, but not otherwise.

Wayward Bulgaria returns to path of reform

Plans for the privatisation of state enterprises have put Sofia back in the International Monetary Fund's good books, writes Judy Dempsey

BULGARIA'S economic reform programme is back on course following a brain-storming session involving officials from Phare, the European Community's special technical assistance programme for eastern Europe, the World Bank, the International Monetary Fund, and the recently elected Bulgarian government.

Also at what one Phare official described as "a very big round table" were experts from Poland, Hungary and Czechoslovakia.

"Their presence was important for all of us," explained Ms Tania Brisby, a consultant at DFC, a Spanish firm which Phare is financing to advise the Bulgarian government. "They made valuable contributions about their own experiences on privatisation."

The end result is a privatisation bill which parliament is now debating. "It is a very flexible bill. Its aim was to allow for all types of methods of sale," explained Ms Brisby. These would include public auctions and tenders, and will be open to foreign investors.

Pushing through this privatisation bill is crucial. It will put Bulgaria back on the reform track; it will secure a second World Bank tranche of \$100m

which was delayed because the reforms were slowed down; it will attract much-needed foreign investment; it could bring an earlier end to the recession.

The bill envisages:

- Establishing a privatisation agency to implement the programme. Privatisation is expected to be a lengthy process because 95 per cent of Bulgaria's enterprises are state-owned.

- Transforming state or municipally owned enterprises into joint stock companies for partial or total sale.

- Placing proceeds from privatisation in a special bank account to cover part of the privatisation expenses.

- Allocating 20 per cent of the stock or shares of privatised enterprises to a mutual fund established by the government. An additional 20 per cent of the proceeds from privatisation will be allocated to the same mutual fund. The fund will be used to finance transfers to social security funds, and for compensating former owners.

- The mutual funds will be managed by the privatisation agency. Bulgaria, like Hungary, has avoided the cumbersome Czechoslovak-type voucher scheme.

- Giving employees of the state or municipal companies

which will be transformed into joint stock companies options to subscribe on preferential terms for up to 20 per cent of the shares.

The preferential price will be half the share price. The number of preferential shares an employee can hold will depend on length of service. Bulgaria, unlike Czechoslovakia, has also avoided giving shares away free.

A year ago, Bulgaria was well on the course to economic reform. A coalition government introduced the first phase of an IMF-backed stabilisation programme to introduce tight monetary policy which would slash subsidies, curb inflation, and reduce soft bank credits to enterprises.

The implementation of the initial phase of austerity measures had a much greater impact on Bulgaria than several of the other east European countries.

The reforms were introduced at a time when trade with the former Soviet Union, which had accounted for more than 65 per cent of Bulgaria's foreign trade, was collapsing. The country's enterprises were in no position to find new markets.

Second, Bulgaria was dependent on the Soviet Union for

about 70 per cent of its energy supplies. The switch to the dollar clearing system, and Russia's own economic problems led to sharp falls in energy supplies to Bulgaria.

The loss of the Soviet market, and energy shortages accelerated the decline in industrial output. In 1991, output had fallen by 27.8 per cent compared to 1990. Over the same period, imports fell by 17 per cent, and exports rose by 0.1 per cent. Higher food prices and wage increases kept the inflation rate at around 80 per cent. By the end of 1991, unemployment exceeded 400,000, or more than 10 per cent of the labour force.

Also, Bulgaria had little access to fresh loans from western governments or commercial banks, mainly because all loans to Bulgaria were frozen after March 1990, when the communist government imposed a moratorium on all payments of interest and principal on its western commercial and government debts.

Until the Bulgarian state recently agreed to guarantee its hard-currency debt of \$3.6bn to its commercial creditors, there was little prospect of negotiating a long-term

rescheduling of that loan. The government, headed by Mr Filip Dimitrov from the Union of Democratic Forces, is now saddled with this debt.

In the meantime, Bulgaria has been relying on an IMF stand-by arrangement, which last year totalled \$150m, and the first of two World Bank structural adjustment loans, which total \$250m.

Despite the economic hardships of the reforms, the public backed them. But in the latter half of 1991, the pace of reforms slowed, largely because Bulgaria was preoccupied with the presidential and parliamentary elections. In addition, internal bickering in the parliament, where the communists remain the largest opposition party, virtually paralysed legislation, particularly on privatisation and land reform.

The delay in pushing ahead with the reforms prompted the World Bank to consider withholding a second tranche of \$100m. There were also fears that the recession would be prolonged. Hence the present sense of purpose. "Bulgaria lost the momentum over the past few months," a World Bank official said. "But the privatisation bill shows it is now getting back on the rails."



Prime minister Filip Dimitrov: saddled with debt

Sweden ponders barring politicians from company directorships

By Sara Webb in Stockholm

SWEDEN'S politicians could soon find their moonlighting days are numbered.

For years, politicians have been able to supplement their income by sitting on company boards, earning up to SKr100,000 a year (\$17,200), according to some estimates.

However, following a number of embarrassing scandals in recent months - which have suggested that some politicians have little aptitude for financial matters in their capacity as directors on a company board - the Finance Ministry is looking at ways of reducing the influence of politicians in the financial sector. The new Centre-Right government may then introduce a bill in parliament this autumn.

The move is seen as long overdue by some members of the business community. Already, the government has announced plans to privatise 35 state companies. In addition, some Swedish savings banks - which are owned by foundations with separate boards of directors - plan to merge to form a large banking group listed on the stock exchange. Both measures are expected to encourage a more "business-like" attitude, with directors appointed to the board on the basis of their expertise, and with responsibility to shareholders.

The Ministry of Finance says the decision to reduce the influence of politicians in the financial sector stems from a number of recent scandals. Only last month, Första Sparban-

ken, a savings bank with customers mainly in the Stockholm and Gothenburg areas, announced losses of SKr5.7bn for 1991. Första's financial problems emerged over a year ago, and have been blamed on bad management, poor credit analysis and overexposure to the finance company and real estate sectors. The bank's management resigned in April 1991 but some members of the financial community question the responsibility of the board of directors at the foundation which controls the bank.

At present, local authorities and county councils select the members of the board for the foundations which control each savings bank.

"Surely it is up to the board to take steps to reduce the risk exposure," says Mr Leif Vindevag, a

senior official at the stock exchange.

Like many of the other savings banks, the board of directors is dominated by trade union representatives, revealed heavy losses of SKr220m for 1991 with the prospect of further losses up to 1995. The company's managing director was forced to resign.

However, much to the surprise of the business community, Mr Stig Malm, the chairman of Folksam's board and the head of LO, the powerful Swedish Confederation of Trade Unions (which is closely associated with the Social Democrats) announced that neither he nor the board would take responsibility for Folksam's losses. Despite his lack of experience in running a business, Mr Malm is still chairman of Folksam's board.

needs to be addressed. In February 1992, Folksam, a mutual insurance group whose board of directors is dominated by trade union representatives, revealed heavy losses of SKr220m for 1991 with the prospect of further losses up to 1995. The company's managing director was forced to resign.

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Even more embarrassing for the Social Democrats - who were ousted from power last September - was the collapse of A-Pressen, the Social Democrats' newspaper publishing group. In February, A-Pressen revealed that its financial situation was far worse than expected - partly due to bad management, but also due to the tough economic environment. In this case heads did roll: the managing director was sacked, and Mr Bo Toresson, a board member and Social Democrat party secretary, resigned from the company.

Mr Björn Karlén, who heads the Swedish share promotion organisation, an independent body financed by listed companies, claims some change is already taking place: "The new government has put in fewer politicians and more professionals."

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Iraqi missiles 'are threat to Allies'

By Mark Nicholson,
Middle East Correspondent

BRITAIN said yesterday that Iraq has moved anti-aircraft missiles into the protected area of Iraq north of the 36th parallel which "could pose a threat" to US, British and French aircraft patrolling the area.

The move revives the possibility of an allied strike against Iraqi forces - an option General Colin Powell, chairman of the US joint chiefs of staff, pointedly refused to rule out in London yesterday after talks on the rising tension in northern Iraq with Mr John Major, the UK prime minister.

Gen Powell said after the meeting that he would not "speculate on what we might or might not do with respect to the use of military action." The US state department was last night preparing a formal warning to Iraq over the missiles.

Officials said the Soviet-made SAM-2 and SAM-3 missile batteries had been moved within the last 10 days to Mosul, 32km north of the 36th parallel, beyond which Britain and the US have ordered Iraq not to stage military operations against the Kurds on pain of possible allied counter-attack.

The movement of missiles follows reports of renewed attacks by Iraqi forces on the southern fringe of Kurdish held areas in the north - including some around Mosul and Arbil north of the 36th parallel - and signs of a build-up of Iraqi armour in the north.

Iraqi opposition groups in London also claim that a 36,000-strong Iraqi force last week launched a bloody three-day offensive, backed by helicopter gunships, against Iraqi Shiites hiding in the country's southern marshes.

These skirmishes and the deployment of anti-aircraft missiles, which could provide cover for an attack on the Kurds, has intensified top level consultations between Britain and the US on a possible punitive raid to deter President Saddam Hussein from threatening the Kurds - or from testing too far the resolve of the Gulf war allies in the north.

British officials said yesterday that Gen Powell had brought forward a long-intended trip to meet Mr Major in view of the deteriorating security position in Iraq. The two men gave no details about a possible response to the missile deployment.

However, as a first step, Iraq is likely to be warned privately through its mission at the UN in New York that it risks an allied attack.

The US, Britain and France patrol the area from the Incirlik airbase in Turkey, where a limited strike force has been based since the Kurdish uprising immediately after the Gulf war.

Relieved PLO celebrates Arafat's survival

By Tony Walker in Cairo

FOR Yassir Arafat, the great survivor of Arab politics, it was almost certainly his closest brush with death. His miraculous escape on Tuesday, when he walked away from an aircraft crash in which three crew members were reported killed, will have done nothing to diminish his Houdini-like reputation.

Mr Arafat, who has somehow escaped numerous attempts by his enemies to eliminate him, including at least two attempted assassinations by the Israelis, was reported by immensely relieved Palestine Liberation Organisation officials to be in good spirits, although suffering slight bruises after his aircraft came down in the Libyan desert.

The 62-year-old PLO leader, who was en route from Sudan to an air base in south-eastern Libya when his aircraft ran into a blinding sandstorm, was out of contact for 15 hours, and hopes were fading that he would be found alive.

But as so often in the past, just when his personal and political fortunes were being written, Mr Arafat re-emerged, confounding the worst fears of his colleagues and supporters. He was taken first to Sarra, location of a large Palestinian guerrilla base 30 km (18 miles) from the crash site and then on to Tripoli.

In the occupied territories yesterday, at least 15 Palestinians were shot and wounded in clashes with Israeli troops during demonstrations celebrating the news that he had survived.

Shops throughout East Jerusalem, the West Bank and the Gaza Strip were closed as Palestinians reacted with shock to initial reports that Mr Arafat was missing. But thousands



Worried Palestinians scan newspapers in Jerusalem for details of the crash in which Yassir Arafat went missing.

took to the streets, honking car horns, chanting "Arafat is alive" and handing out sweets when confirmation came of his survival. The demonstrations led to violent clashes in Gaza and the Israeli army clamped curfews on several West Bank communities.

The long hours of Mr Arafat's disappearance also focused attention on the lack of an obvious alternative. Always extremely wary of the possible emergence of a rival, the PLO leader has not groomed a successor, and this omission was brought even

more glaringly into focus in the past 24 hours.

Mr Arafat seems certain to come under renewed pressures from inside the PLO to help prepare the way for an orderly succession, but he has resisted these pressures in the past. His disappearance also raised fears

about continuing Palestinian participation in the US-sponsored Middle East peace process. Mr Arafat's support is regarded as a key factor.

While the PLO itself is excluded from the peace talks by an Israeli veto, Mr Arafat's blessing is regarded as a vital

cover for Palestinian participants from the Israeli-occupied West Bank and Gaza Strip.

In Stockholm, the chief Palestinian spokeswoman at the talks, Mrs Hanan Ashrawi, said she was overjoyed that Mr Arafat had been found safe.

"He is the father of Palestinian unity. He is the symbol of national identity. He has been the driving force," she said. "His maturity, courage, foresight and experience show through in the sort of leadership he has."

PLO officials met in crisis session through the night in Tunis, anxiously awaiting news of Mr Arafat who became PLO chairman in 1989. When dawn broke the PLO asked regional and western governments to assist in the search for the missing aircraft.

Mr Arafat's somewhat beleaguered position - he has scarcely ever been more isolated in Arab councils following his support of Iraq in the Gulf crisis - may be eased by his escape from death: his disappearance underscored his importance in maintaining a degree of stability among the fractious Palestinians.

The PLO leader, who has a keen sense of the theatrical, is likely to milk his lucky escape for all its dramatic possibilities. He seems certain to chide those who have written him off in the past, and were inclined to do so again on this occasion.

Apart from Israeli assassination attempts, Mr Arafat has walked away from at least one serious car accident, a Syrian-inspired attempt to blow up a motorcade in which he was thought to be travelling, and attempts in 1983 by enemies within his own Fatah faction to get rid of him in a bloody siege of the northern Lebanese town of Tripoli.

Mr Arafat's escape from the UN undersecretary-general for political affairs, left Tripoli yesterday for Geneva where he was due to report to Mr Boutros Ghali. Mr Petrovsky, sent to Libya to explain the UN stand, appears to have made little progress in his discussions with the Libyan authorities.

Rafsanjani poised to defeat radical opposition

Careful screening of candidates should leave him in control of parliament, reports Sheherazade Daneshkhu

THE RUN-UP to Iran's majlis (parliamentary) elections tomorrow has been marked by acrimony and cries of foul play from opponents of President Ali Akbar Hashemi Rafsanjani, who have threatened a boycott on more than one occasion.

The elections have given Mr Rafsanjani the opportunity to break the backbone of radicals in their last great stronghold, allowing him to press ahead with measures designed to open up the country to foreign investment and trade.

All legislation must pass through the Islamic Republic's 270 seat chamber and some have been held up by the radicals who favour state control of the economy. They also oppose foreign loans and the prevailing open-door foreign policy propounded by the pragmatists, who regard these measures as essential to their own survival and to restoring the country's economy, devastated after Iran's grueling war against Iraq.

Although Mr Rafsanjani has been generally successful in pushing through legislation, the radicals have used the chamber as a public platform to broadcast opposition to his policies.

Iran's latest five-year development plan was held up for a year while the radicals argued against a provision allowing borrowing abroad, while last year they succeeded in impeaching Mr Rafsanjani's minister for health, Mr Iraj Fazel.

Iran has no formal political parties; instead voters choose from a list of candidates every four years. This year, controversy has centred on the screening process for prospective candidates. Some 1,100 candidates were disqualified from standing from an original list of just over 3,150.

The vetting procedure was undertaken by the conservative Council of Guardians, a 12-man body of clerics and legal experts, whose main function is to check that laws passed by the majlis are in accordance with Islamic law.

Mr Mehdi Karrubi, the radical majlis speaker, saw the writing on the wall last month when he protested at the fact that the guardians - instead of the Interior Ministry, itself a radical-leaning organisation - had the final say.

"We plan to take part actively in the elections, he said in an interview reported in the radical newspaper,

Salam. "But if the Guardian Council plans to start politicking and disrupt the elections by a series of cancellations, maybe we will not take part."

However, the hardline Combatant Clergymen's Society acknowledged last week that it would contest the elections after Ayatollah Ali Khamenei, the spiritual leader, directly demanded its participation. At Friday prayers last week, Ayatollah Khamenei warned against "mischievous elements" and "those who obstruct the work of officials, those who do not observe piety in their speeches, those who talk in a certain way to attract some votes - such people are not qualified to come to the majlis; they must be identified so that the people do not vote for them."

But Mr Karrubi's protests about the rejection of so many "distinguished personalities" from the initial candidates' list led to the Council of Guardians reinstating some candidates to its final list.

Those radicals who have been dropped for good include Ayatollah Sadeq Khalkhali, known as the "hanging judge" for his activities in the early years of the revolution, Hojato-

leslam Hadi Khamenei, who is Ali Khamenei's brother, Mr Assadollah Bayat, the radical deputy speaker of the majlis and Mr Ibrahim Asgharzadeh, a leader of the students who seized the US embassy in Tehran in 1979.

Ayatollah Khalkhali told *Salam* newspaper he had been rejected because of his "clear opposition to US interests in the region". However, Ayatollah Ahmad Jannati, spokesman of the Council of Guardians said the body had acted in a "just and legally responsible manner," and claimed that some candidates had been rejected because of their "extremely limited literacy" and not because they belonged to any particular faction.

In a clear reference to the inadequacy of revolutionary zeal as a sufficient condition for public office, the Iranian news agency, *Irna*, proudly announced last week that most candidates "are in their thirties and most hold bachelors and masters degrees. More than 100 have PhD degrees."

However, President Rafsanjani has been careful not to be too provocative and some key radicals, such as the former interior minister, Mr Ali Akbar Mohtashemi and Mr Karrubi

have been allowed to stand. Nevertheless, an editorial in *Salam* warned of "an unhealthy and one-sided election".

Despite the differences which have emerged between the radicals and supporters of Mr Rafsanjani, participants in tomorrow's elections are all supporters of the Islamic Republic. Those outside the system are not able to contemplate standing for election.

Nine members of a tame opposition group, the Association for the Defence of Freedom and Sovereignty of the Iranian Nation, have been in prison since 1980 when they signed an open letter to Mr Rafsanjani asking for constitutional guarantees of freedom and justice to be implemented.

The group is associated with Mr Mehdi Bazargan, the Islamic Republic's first prime minister and a septuagenarian who is in disgrace for being a "liberal".

On Sunday, Iran launched an air strike against bases of the dissident Mujahideen-e-Khalq, the largest opposition group, located inside Iraq. Mr Massoud Rajavi, leader of the Mujahideen, said the attack was an attempt by Mr Rafsanjani to bolster his popularity in the run-up to the election.

Gadaffi renews offer on handover

By Tony Walker in Cairo

LIBYA yesterday renewed its offer to hand over to a neutral country two of its nationals suspected of the 1988 bombing of an American airliner, but there was no indication it was prepared to yield the men to the United States or Britain.

Western officials were describing the latest Libyan proposal, which appears similar to one last month, as a "non-starter." Britain and the US are insisting they try the men under British or US criminal jurisdictions.

The latest Libyan offer was forwarded to Mr Boutros Boutros Ghali, the UN secretary-general, a day after a special seven-member committee of Arab foreign ministers met in Cairo to seek fresh avenues for compromise before UN sanctions, including an arms and air embargo, come into effect on April 15.

The UN is also pressing Libya to allow France access to four men, including Colonel Muammar Gaddafi's brother-in-law, wanted for questioning in connection with the 1989 downing of a French UTA aircraft over Niger in which all 171 passengers and crew died.

Arab League officials held out little hope of a breakthrough in efforts to prevent implementation of UN sanctions resolution 748, passed after Libya's persistent refusal to comply with an earlier demand that it hand over the two men for trial in connection with the Pan Am bombing over Lockerbie, Scotland.

Mr Vladimir Petrovsky, the UN undersecretary-general for political affairs, left Tripoli yesterday for Geneva where he was due to report to Mr Boutros Ghali. Mr Petrovsky, sent to Libya to explain the UN stand, appears to have made little progress in his discussions with the Libyan authorities.

BBC World TV in S Africa link

By Raymond Snoddy

BBC World Service Television is about to expand into Africa in a joint venture with M-Net, the South African pay television service.

The 24-hours-a-day BBC television service now available by satellite to more than 30 countries in Asia will begin broadcasting next week for 11 hours a day to Africa and will be carried on an Intelsat satellite covering the entire continent.

The encoded service will be aimed mainly at embassies, hotels, universities and schools.

The BBC is also negotiating with a number of African broadcasting organisations for the service to be re-broadcast over traditional transmitters.

Another Hyundai company targeted by authorities

By John Burton in Seoul

HYUNDAI Merchant Marine yesterday became the latest of several Hyundai subsidiaries to be penalised within a week for financial irregularities in what South Korea's second largest conglomerate claims is a campaign of intimidation by the government.

Korea's largest shipping company was fined 27.1bn won (\$20m) for tax evasion between 1987 and 1991 by the Office of National Tax Administration.

Mr Chung Mong-hun, the owner of Hyundai Marine, and two company officials were also charged for violating tax and foreign exchange rules.

Mr Chung is a son of Mr Chung Ju-yung, the founder of

the Hyundai group, whose new conservative political party captured 31 seats in last month's National Assembly elections on a platform criticising the government's economic policy.

Meanwhile, Hyundai Wood Industries yesterday was charged with exceeding permissible limits on pollution discharges, while three other Hyundai subsidiaries were denied permission to be registered for the country's over-the-counter market.

Yesterday's actions followed a threat by the Office of Bank Supervision to abolish the unlimited borrowing rights for Hyundai Electronics Industries tomorrow because of alleged bank loan violations.

Cambodians take the first steps on the road back to normality

Victor Mallet senses recovery in the air after 20 years of civil war

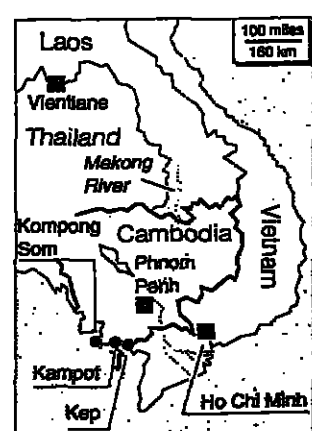
GOING to the seaside on a Sunday may not sound like a big deal to most people, but the arrival of carloads of day-trippers at the southern Cambodian resort of Kep each weekend is a sign of how the country is groping for normality after 20 years of slaughter and civil war.

The town and its luxury villas were destroyed long ago, and today the only inhabitants are a few squatters living in the ruins and a lone elephant contentedly munching grass near the beach. Holidaymakers return to the capital, Phnom Penh, before dark to avoid the depredations of drunken, unpaid soldiers on the road home.

A hint of recovery, however, is in the air. One businessman is building a bar in Kep, and others have laid claim to plots of land in what used to be the town centre. Vendors offer fresh boiled crab and rice, and Tiger beer imported from Singapore. And at least the road is open; it used to be the haunt of Khmer Rouge guerrillas.

The confidence inspired by the peace accord signed in Paris last October and by the arrival of UN troops in Cambodia is equally visible in the battered but still charming riverside town of Kampot 25km to the west. Long-neglected hotels are being refurbished, and the welcome signs at the entrances to the town are freshly painted.

On the bumpy road to Phnom Penh, peasants are taking live pigs to market in baskets on the back of their mopeds, or driving bullock



carts loaded with timber to sawmills further north. Fish, meat and fruit appear to be plentiful.

In the capital itself there is feverish economic activity. Ships which have come up the Mekong River unload cargoes of imported motorcycles, cars, clothes, beer and soft drinks in the heart of Phnom Penh (a safer route, the shippers say, than the road from the main seaport of Kompong Som); new and refurbished hotels offering satellite telephone calls are doing brisk business; market women are selling decorative plants; the Cafe No Problem serves champagne and French cheeses and boasts a billiard table; and luxury cars are again on display in the Peugeot showroom.

Ms Geraldine Seng Mealy, a 29-year-old half-Khmer Frenchwoman, has sold imported Yves Rocher beauty products in a small shop on the city's

main boulevard since December. It was, she believes, the first foreign shop to open in Phnom Penh after the peace accord. These days she also has a line of locally made toys and textiles.

At the museum, staff of the Australian National Gallery are preparing the catalogue for an exhibition of Khmer artefacts in Canberra, and wondering how to help the Cambodians protect priceless sculptures from the thousands of bats in the ceilings which defecate onto the exhibits.

Freelance Cambodian taxi-drivers who could barely handle their borrowed government cars four months ago are negotiating the city's increasingly crowded streets with confidence. They are also paying to learn English at roadside schools, or studying Soviet textbooks containing less than useful phrases such as: "Could you explain to me what the term 'socialist realism' means?"

Foreign investors, many from Thailand, Singapore, Hong Kong and Taiwan, are looking for opportunities, and consultants Ernst and Young have set up shop in Phnom Penh. Western and Japanese investors remain generally cautious, although several companies have won rights to explore for oil offshore.

Few would begrudge Cambodia its recovery, but aid workers are concerned about the speculative and corrupt nature of the capital's economic boom. Almost all invest-

ment so far has been in services - property (often of doubtful legal title), hotels, banking and trade - rather than in industry or agriculture. A request for a Cambodian product - any Cambodian product - at a stall in the central market produced only a packet of batteries made in Thailand.

Import-export companies do a great deal of importing and very little exporting, and such exports as there are - timber, for example - are largely uncontrolled and unsustainable.

The capital's numerous pharmacies, meanwhile, sell drugs given by aid agencies to Cambodia, and hypodermic needles labelled "Unicef" (the UN Children's Fund).

Down in Kampot, residents are still fearful of Khmer Rouge guerrillas and landmines in the hills, while the government soldiers and policemen have only just been paid their wages for January.

Mr Nop Phan, a 20-year-old soldier lying in Kampot hospital, testifies to the fact that Cambodians will continue suffering the effects of war, regardless of any economic recovery, long after UN forces have left the country. He was looking for firewood when his left foot was blown off by a mine.

"After I heard the broadcasts from Phnom Penh about the UN presence I was very happy," said Mr Nop Sonnang, the victim's older brother. "I want to join them to help with the mine-clearing and everything else."



Reminder of war: a Phnom Penh government soldier with grenade launcher and rockets on his way to guard Highway 12 near Kompong Thom, 180 km (112 miles) north of the capital. Parts of the highway were cut and heavily mined in recent fighting with the Khmer Rouge.

LET THE NATION DECIDE

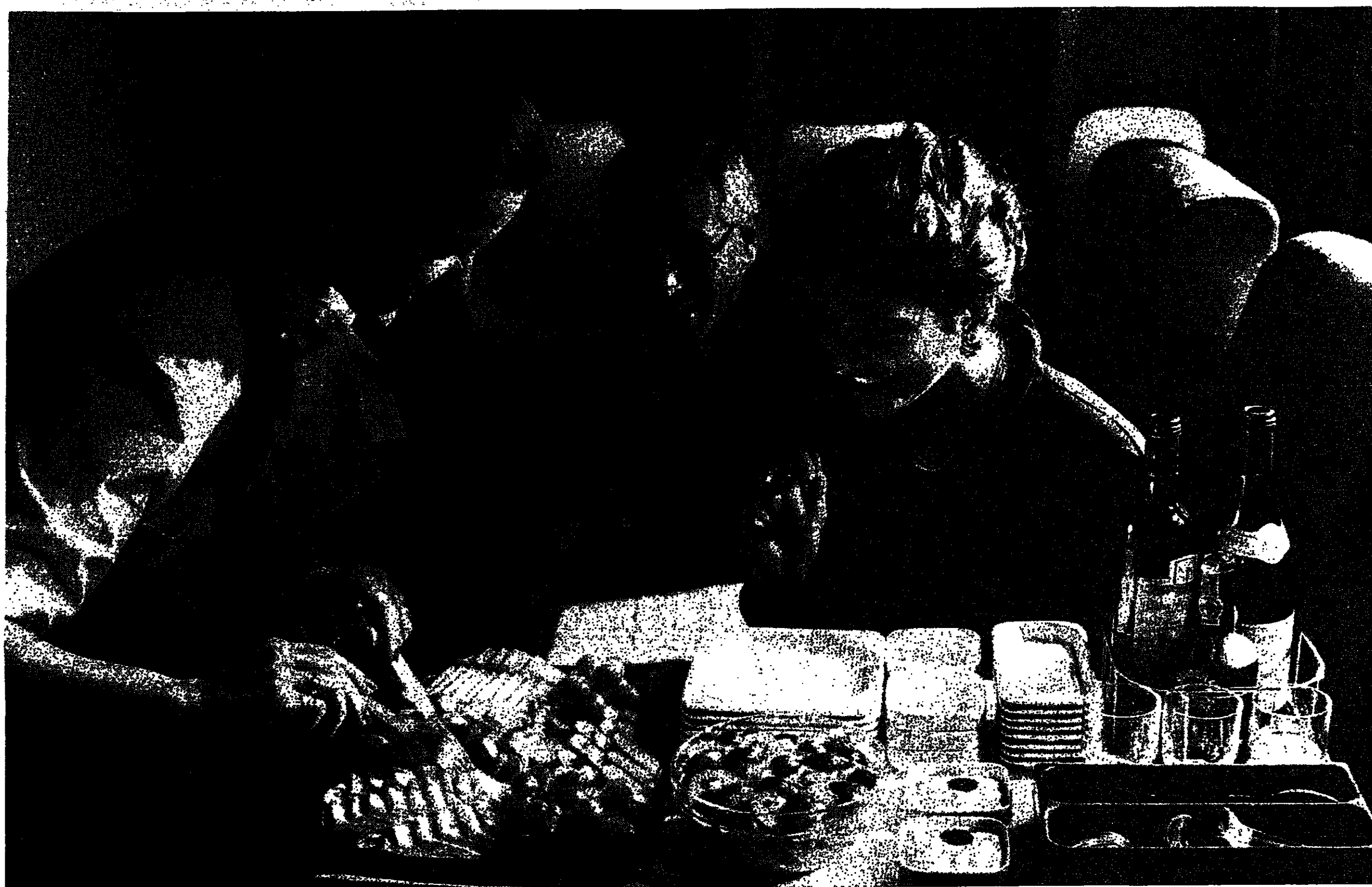
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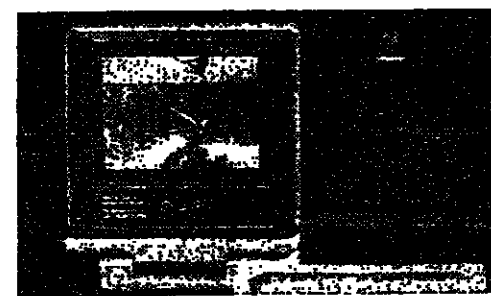
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Gabi Scheeler, 39



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NEWS: AMERICA

Frustrated
US senator
to quitBy George Graham
in Washington

GROWING frustration with the deadlock that afflicts the US government has driven another senator to announce that he will not seek re-election in November.

Senator Tim Wirth of Colorado said yesterday he would retire from Congress, where he has sat for 12 years in the House of Representatives and another six in the Senate.

He said his decision was prompted by personal anger and frustration at the stalemate between a president who he believed would not lead and a Congress which he found to be stymied by short-term political manoeuvring.

Seven other senators will be leaving Congress after the November elections. Some have been forced out - Senator Alan Dixon of Illinois was defeated in a primary; Senators Alan Cranston of California and Brock Adams of Washington faced attacks on their ethics.

But others, including the widely respected Senator Warren Rudman of New Hampshire, have given up the struggle for the same reasons as those mentioned by Mr Wirth.

Mathematical reality points to Clinton

George Graham finds US Democrats accepting the battered presidential front-runner

AFTER Mr Bill Clinton's victories in the New York, Wisconsin and Kansas primaries on Tuesday, the Democratic Party establishment in Washington is bracing itself at last to acknowledge that the Arkansas governor is virtually certain to be the party's presidential candidate in November.

"There are some rudimentary mathematical realities of the present situation," said Mr Ron Brown, party chairman, who has tried - so far in vain - to get his members to coalesce quickly behind one candidate so as to begin the battle against President George Bush.

Those realities are that Mr Clinton has won about 1,264 of the 4,288 delegates who will select the Democratic candidate at the party's convention in New York in July.

If he wins half of the delegates still to be allotted in primaries and caucuses - and he should do considerably better in some states, especially Arkansas - and half of the officials and committee members who will attend the convention as super-delegates, he will have assured himself of the 2,145 delegates needed to secure the nomination.

If Mr Jerry Brown, former governor of California and the

only other Democratic candidate still campaigning, were to win every delegate still uncommitted - a most unlikely proposition - he would fall short of the required total.

For Mr Paul Tsongas, who ended his candidacy two weeks ago for lack of money but is considering a revival now that he has won 39 per cent of the vote in the New York primary, the reality is that for him to take the nomination is practically, if not yet mathematically, impossible.

There remains a remote chance that no clear nominee will emerge, leaving room for party leaders to pick another candidate in a brokered con-

vention, but this is largely a fantasy of Washington pundits and of nostalgic power-brokers who forget that they rewrote the party's rules to make such an outcome near-impossible.

Besides, the other possible candidates usually mentioned, such as Senator Lloyd Bentsen of Texas, epitomise the Washington power structures that voters have resoundingly repudiated in state after state.

Many Democrats, especially those Congress members whose fortunes in their re-election contests in November will be closely tied to those of their party's presidential candidate, remain uncomfortable.

The steady drip of stories

about Mr Clinton's problems with marriage, marijuana and the Vietnam war draft has not proved fatal, but has compounded the voting public's discomfort with a candidate who often appears evasive and too clever by half.

But the governor has proved himself a tough and resilient campaigner. Also, in the more substantive realm of policy debate, he has scored telling points over Mr Bush.

Among the Republicans, the president's road as candidate now appears free of danger, for the rebellion of Mr Patrick Buchanan, the right-wing television commentator who challenged him in the early primary

ries, has largely subsided.

Even so, the administration still appears in disarray. It has struggled to produce statements of policy on the economy and health care, and has appeared unable to follow through on them.

While senior Republicans say publicly that they hope Mr Clinton will win the Democratic nomination, because he would be easy to beat, White House officials acknowledge that they have begun to shift their policy stance in recognition of Mr Clinton's emergence as a candidate who could represent the option of change.

Even in foreign affairs, generally reckoned to be Mr Bush's strongest suit, he has come second best to Mr Clinton in recent weeks.

Yet Mr Bush retains great advantages as an incumbent whose image is already well-formed for voters, most of whom still know little of his probable opponent, Mr Clinton, except that he may or may not have committed adultery and that he may or may not have dodged the Vietnam draft.

For both candidates, however, the very low turnout in every primary except that of New Hampshire, the first state to hold one, is the most ominous sign. Both have a lot left to do in order to reach voters.

IADB officials
to discuss
capital injectionBy Stephen Fidler
in Santo Domingo

SENIOR officials of shareholder governments are to begin talks in September on a replenishment of the Inter-American Development Bank's capital.

Mr Enrique Iglesias, bank president, said he expected a meeting of its governors would be convened then to discuss the issue.

The previous capital increase, of \$35.5bn, was agreed three years ago to cover the four years until end-1993. Ministers from Latin American governments told the bank's annual meeting, which ended in Santo Domingo yesterday, that the increase should be \$40bn or more.

However, some shareholders, such as Germany, have said they believe less would suffice.

Mr David Mulford, US Treasury under-secretary for international affairs, said that the US, the largest shareholder, was favourably disposed both to an increase in the IADB's capital and to a boost of the bank's concessional lending operations.

But he said a clear view of

the bank's role in the 1990s was needed before figures could be discussed. For example, as the role of the bank changed, more of its lending should be directed to the smaller, poorer countries in Latin America.

Answering a question about whether the US would give up any of its share in the bank to accommodate European and Japanese demands for a greater shareholding, Mr Mulford said that would have to await the capital replenishment discussions.

However, he told journalists that the US would "have to think long and hard before we would wish to convey a message that we were losing interest in the region."

During the meeting, the bank would seek approval to expand its balance of payments lending "on a case-by-case basis" above the previous 25 per cent ceiling.

A bank management request for a new 35 per cent ceiling was rejected.

Mr Iglesias also said in Santo Domingo that he would like to stay in office at the bank after his current term has ended next year.

	DEMOCRAT			REPUBLICAN		
	Jerry Brown	Bill Clinton	Paul Tsongas	Buchanan	George Bush	Other
New York	26%	41%	29%	17%	77%	2%
Wisconsin	35%	38%	22%	17%	77%	2%
Minnesota	32%	35%	23%	25%	68%	3%
Kansas	13%	51%	15%	15%	62%	13%
Out of total of 4,288						
Delegates won Tuesday	98	163	100	8	187	1
Total delegates	264	284	539	54	963	7
Total delegates 2,209						
Total delegates 54						

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Promotion for Mexican

THE race to succeed Mr Carlos Salinas as Mexico's president, in late-1994, has changed with the appointment of the head of the ruling party, Senator Luis Donaldo Colosio (pictured above), as secretary of urban development and ecology, writes Damian Fraser in Mexico City.

He is the only current presidential contender in elective office and succeeds Mr Patricio Chirinos, who has been nominated as the ruling party's candidate for governor of Veracruz state.

As head of the ruling PRI, Mr Colosio was deemed ineligible for the presidency. He will take over a ministry whose name will be changed, and whose responsibilities will soon be enlarged to include the management of the Solidarity campaign, a 400-year anti-poverty programme close to the president's heart.

Mr Colosio, 43, has a master's degree in urban economics from the University of Pennsylvania, and worked for six years in the budget ministry, three of them while Mr Salinas was in charge. He has since presided over a modest democratic reform of the PRI and steered it to a comfortable win in legislature elections last August.

The new minister is not as articulate or forceful as his main rivals - Mayor Manuel Camacho of Mexico City, Mr Pedro Aspe, finance and budget minister, and Mr Ernesto Zedillo, education minister, but he has the right technocratic and political credentials for the presidency. Above all, he has shown unwavering loyalty to Mr Salinas.

Peru given long
wait for election

By Leslie Crawford in Lima

PERU'S military-backed emergency government has promised a referendum on its planned constitutional reform and Congressional elections within 12-18 months.

Mr Augusto Blatter Miller, foreign minister, told a news conference late on Tuesday that President Alberto Fujimori would resign if the plebiscite rejected the reforms.

On Sunday, the president dissolved Congress, arrested opposition politicians and suspended constitutional rights, in what he called temporary measures to cleanse the judiciary and the political system of corruption.

The length of time the government is proposing before the return of some semblance of democracy was a surprise. Diplomats had expected a

shorter interval, in view of the suspension since Sunday of much-needed international economic aid.

Mr Blatter Miller said it would take at least six months for a special commission to draft reforms to the constitution, the judiciary and the constitutional tribunal.

The minister added that a dozen opposition Congressmen under house arrest would be freed within two weeks and that press censorship would be lifted. However, he made clear the government would not tolerate criticism while it was defining a new legal framework for political activity.

Meanwhile, former president Mr Alan Garcia said in a radio interview broadcast in Buenos Aires yesterday that he escaped arrest on Sunday. He seems to have taped the interview while in hiding in Lima.

Judge keeps Noriega
jury deliberating

By Henry Hamman in Miami

THE jury in the drug-trafficking conspiracy trial of the Panamanian former leader, General Manuel Antonio Noriega, said yesterday it was deadlocked, but the trial judge in Miami sent it back for more deliberations.

The jurors seem in disagreement about one of the fundamental aspects of the case - whether or not Gen Noriega took bribes from the cocaine cartel in Medellin, Colombia, in

return for protection. To prove this arrangement is central to the US government's case. Only if a business link is found to exist can the general be found guilty of two charges under the Racketeer-Influenced Corrupt Organisation laws, the most serious of the 10 charges. The jury had asked Judge William Hoever on Tuesday for transcripts of the testimony of 10 prosecution witnesses who claimed personal knowledge of Gen Noriega's arrangements with the cartel.

Fresh hurdle in US-EC aircraft subsidies deal

By Nancy Dunne in Washington and Andrew Hill in Brussels

THE US and EC have returned to bargaining over the terms of direct and indirect government support to civil aircraft manufacturers in the wake of a deal reached on April 1.

The agreement was due to be referred back to the US and EC governments for ratification before final agreement.

In Washington, the US Trade Representative's office played down the talks as a meeting "to tidy up loose ends in the agreement." McDonnell Douglas said at issue was a need to develop a formula to identify indirect benefits gained by commercial manufacturers from military contracts.

Sen John Danforth, a senior Republican on trade matters, yesterday strongly criticised the Airbus deal as "a travesty" because it gave the EC "an all-clear" for \$60m in government subsidies. He introduced a resolution demanding the US not approve agreements ratifying foreign subsidies.

Both McDonnell Douglas, based in Mr Danforth's home state of Missouri, and Boeing

are supporting the tentative agreement as "a first step in the right direction."

In Brussels, a senior EC trade official said objections from US government departments to last week's EC-US deal on subsidies for civil aircraft manufacturers were putting the whole agreement in danger.

The official said the US had not attempted to reopen bilateral negotiations - which ended last week after six years of intermittent discussion - but that Nasa, and the US defence and commerce departments had reacted strongly against limits on indirect government support to the civil aircraft industry.

The agreement, if ratified, would set a 35 per cent limit on direct subsidies, as a proportion of total aircraft development costs, and a double-limit on indirect support. As a whole, Airbus or the US manufacturers would be unable to receive indirect grants worth more than 3 per cent of total civil aircraft turnover, while indirect subsidies for individual manufacturers would be restricted to 4 per cent of civil aircraft turnover.

Call for agreement on foreign funding

A multilateral agreement on foreign direct investment is needed to pre-empt growing political pressure for restrictions, according to a paper published by the Group of Thirty, an international think-tank, writes Geoffrey Dyer in Washington.

The author, Prof Raymond Vernon of Harvard University, predicts the rules for foreign investment will become a serious source of tension. "A had multilateral agreement would be better than no agreement at all," said Prof Vernon, especially, he said, if the alternative is an aggressive US acting unilaterally.

Group invests in Estonian cement

A consortium of US and European cement companies has paid \$10m (£5.8m) for a 35 per cent stake in Estonia's largest cement company, marking the independent Baltic republic's biggest foreign investment and privatisation deal, writes Anthony Robinson.

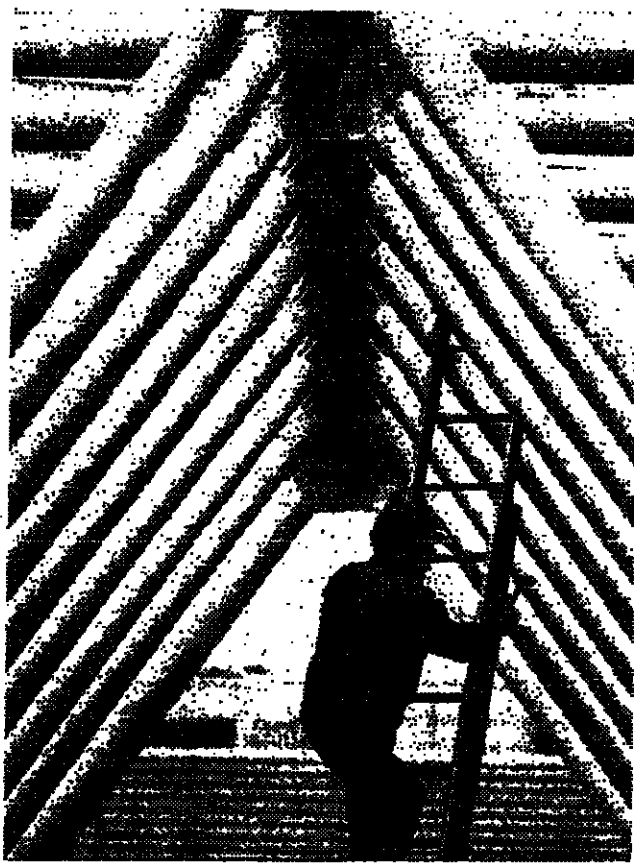
Mr Ronald Lauder, co-owner of the Estee Lauder cosmetics group, brought his Central European Development Corporation into the deal as lead investor in Atlas Cement.

BA wins Kuwait Airways deal

British Airways has agreed to help relaunch Kuwait Airways as a leading Middle Eastern and international airline by seconding BA managers and other staff to assist in the reconstruction of the Kuwaiti carrier, reports Paul Betts, Aerospace Correspondent.

Bell wins C\$1bn helicopter order

Canada's federal government is ordering 100 Bell 412 helicopters from Textron Canada for about C\$1bn (\$485m), writes Robert Gibbons in Montreal. They will replace a mixed national defence fleet.



Work is close to completion on a new wing for Amsterdam's RAI trade exhibition centre

Britain defends HK airport contracts

By Simon Holberton in Hong Kong

BRITAIN's trade representative in Hong Kong, Mr Peter Heap, yesterday defended the UK's success so far in winning consultancy contracts for the colony's new HK\$11.4bn (\$14.8bn) airport and related projects and denied there had been any favouritism.

Mr Heap's intervention comes at a time when the Hong Kong government is under criticism from some local politicians and the Beijing-sponsored press for allegedly awarding the lion's share of consultancy contracts to UK companies.

The government is soon expected to announce the successful consortium to build the Tsim Ma Bridge, and the winner of the contract to prepare the site for the new airport - two of the biggest contracts to be awarded.

The complaints stem partly from anti-British elements in the colony. They also come from pro-Beijing forces who believe the airport and its associated projects is a UK device to transfer Hong Kong's riches to the UK via contracts before the 1997 hand over of the colony to China.

Mr Heap said it was to be expected that British engineering consultancies would do well in winning consultancy work; many of the world's biggest and best engineering consultancies were British, he said.

He denied the UK had benefited disproportionately in the award of larger civil engineering contracts. Out of the 25 works contracts awarded only two had gone to UK companies, he said.

Mr James Blake, the colony's secretary for works, said in a written answer to the Legislative Council that of 38 consultancy contracts let, UK companies had figured in 31.

Caribbean seeks role as world's paperless tiger

IN AN unpretentious factory building on the outskirts of the famed resort town of Montego Bay on Jamaica's north coast, the only discernable sounds are those of computer keyboards and the hum of air conditioners. Several people sit before rows of computer screens, entering data.

It is neither an office nor a factory. In fact, the office is thousands of miles away, in New York, Toronto, London. This is the cutting edge of offshore information processing, a new industry in the Caribbean and one which countries in the region are exploiting as companies try to make the technological leap away from paper.

There are 328bn paper pages in offices in the US and people are looking for better ways of handling these," says Mr Taber Behbehani, director of US operations for the Information Technology Exchange Group. "Conversion is costly because this involves substantial data processing. Offshore operations can reduce the cost of this."

Converting such data is only one part of the information processing market, which Caribbean countries are seeking. The Dominican Republic, Barbados and St Lucia, in addition to Jamaica, are becoming centres for the offshore information processing industry.

The services include processing airline tickets, insurance claims, mailing lists, coupons for credit card companies, banks and other financial institutions, hospital patient lists and electronic publishing, hotel and airline reservations and credit card authorisation. There is continuing and growing demand for other services such as custom-built software programming, voice applica-

tions, video conferencing, mapping and geological services and computer-aided designing for architects.

In just one example, a subsidiary of American Airlines ships tickets to Barbados and the Dominican Republic where they are processed in computers and the information sent by satellite back to the US.

High speed data transmission facilities - teleports - are being constructed in Jamaica, Barbados, St Lucia

Canute James looks at offshore data processing, the region's new 'clean' growth industry

and the Dominican Republic. This allows the Caribbean to get a slice of the growing tele-marketing or phone-based mail ordering industry. A call made in the US on an 800 toll-free line could be answered in one of these Caribbean states and the transaction completed in the US in a few minutes.

The Jamaica teleport, located in Montego Bay, is a \$8.5m (\$4.9m) joint venture by American Telephone and Telegraph of the US, Cable and Wireless of the UK and Telecommunications of Jamaica. The teleport offers facilities for voice, facsimile and data transmission, toll-free services and voice-and-video teleconferencing.

"We tell our prospective clients that if they can move it from the ground floor to the fifth floor, then they can move it from the ground floor to Jamaica for much less," says Mr Winston Gooden, acting vice-president of Jamaica Promotions, the island's industrial

development agency.

The Caribbean faces competition from the Philippines, Ireland and Singapore, but feels it can get more than a small share of the fast-growing information processing market, in which Mr Lawson Nurse, a director of the Barbados Industrial Development Corporation, says US companies spend about \$50bn per year.

"The information processing industry began here 25 years ago and has grown steadily," says Mr Carl Clarke, Barbados' trade, industry and commerce minister. "During the early period of the industry's development, the type of work done was basic and low-skilled. However, in recent years, there has been a definite shift to the higher value-added type of processing activities."

The Caribbean countries have been able to increase their share of the information processing market through lower wage rates, which are about a third of that paid for similar work in the US. Recent improvements in the region's telecommunications infrastructure have also helped. In addition to the teleports, companies such as Cable and Wireless have been upgrading several national telecommunications systems.

Mr Gooden says the turnover of workers in the information processing industry in the US is about 35 per cent, while in the Caribbean a staff turnover of 5 per cent would be considered high. The accuracy level of workers in the Caribbean operations is significantly higher than that of those in the US, he claimed.

The Caribbean countries also benefit from the pollution-free nature of the industry, which is environmentally compatible with their tourism.

Norway may get gas sales boost

SEVERAL European buyers of natural gas from Norway's giant Troll field have agreed to a novel adjustment in the terms of their purchase contracts which could increase significantly sales revenue earned by Europe's biggest gas supplier, reports

Karen Fossli from Brussels.

Norway this year will export more than 28bn cubic metres (bcm) of gas to France, Germany, Holland and Belgium.

It is under pressure from buyers to boost sales further and exports will expand to around 40 bcm of gas in 1994

under the Troll supply accord.

Under a new clause in the Troll contract - a so-called price review clause - both the buyer or seller may demand prices be renegotiated at any given point in time to better reflect prevailing market conditions.

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ELECTION 1992

A campaign where the bland led the bland

IT WAS NOT the best of times, nor the worst of times. Often, it was almost the blandest of times.

Elections. It seems, are now such delicate democratic organisms that they must be swaddled in verbal cotton wool, coated in a flannel of photo-opportunities and as slickly packaged as a weekend in Disney-world.

Seldom can so much effort, film, tape and newsprint have been expended by so many to enlighten so little.

Yet, as the broadcasting audience figures prove, the making and breaking of prime ministers and parties is still a process that captures the public's imagination.

This morning, as millions of voters wake to the buzzes and beeps of

Ivo Dawney takes a look back at three weeks on the hustings which have led up to polling day

digital clock-radios, the few thousand political activists that have actually participated in the grueling four-week campaign will be entitled to thump their snooze buttons.

For the 3,000-odd candidates - hopefuls and hopeless alike - there is little more to be done beyond a few last rallying calls with the loud-batter and the ferrying of elderly voters to the polling stations.

The economy and the National Health Service dominated the agenda. Education and Europe fell off it.

But what of Dirty Tricks '92? Alas, it was all got up by press wishful thinking, in spite of wide-

spread billing as the vilest election in history, the contest ended up with little more than the occasional egg on its face.

Much of this can be blamed on Mr John Smith. His decision to come clean - well, cleanish - on his tax and spending plans with his shadow Budget at the start of the campaign was the equivalent of bricking up a veritable Klondike of gaffe opportunities.

Mr John Major's efforts to conjure up a Nightmare on Kinnock Street was just no substitute. What is more, the red menace charge carried no more conviction than Tory sightings of the first economic upturns of spring or Labour's

pledge to reverse NHS underfunding at the loss of a billion-pound coin.

Indeed, just to prove the Labour leader harmless, his minders took him repeatedly to school-playgrounds where he showed the cameras that he could sing nursery rhymes with the kids without swallowing so much as a baby.

As Mr Neil Kinnock went soft, Mr Major got tough on a barstool and Mr Paddy Ashdown got combatively moderate.

It was not until the now-celebrated War of Jennifer's Ear that anybody actually lost their temper. Rather like its historical namesake, the great-groomet dis-

pute is now best remembered for its sound and fury rather than for its root causes.

The diversion, nonetheless, allowed righteous indignation a short-lived opportunity to muscle the politicians' more run-of-the-mill hyperbole off the stage.

For a while, too, the human story of one girl's wait for NHS treatment seemed to inject a little everyday reality into the otherwise otherworldly mélange of borrowing requirements and pay differentials.

But the true guts of the health debate - how a government ration care with limited resources - was too complex an issue for anyone to unravel. The polls

hiccupped, then returned to par.

For the most part, it was a battle between the Big-endians and the Little-endians with the overstated cases of both parties, requiring, like any other theatrical performance, the willing suspension of disbelief.

Mr Michael Ignatieff, the academic and broadcaster, was not alone in remarking on the surrealism of it all. "My worst moment," he recalled yesterday, "was finding myself kneeling on a motorway bridge in Carshalton with Paddy, talking to a 4-year-old about news."

There were plenty of other embarrassments. Mr Kinnock's spine-chilling exhortation - "Wertrall-bright!!!!" - at his Sheffield rally

was one; another was Mr Major's camp love affair with his soap box: "Wherever I go for the rest of this campaign, my soap box will go with me."

To this observer, there were only two memorable moments of truth. The first was when Mr Kinnock frankly explained that the economy would be safe in his hands because he wanted to be re-elected; the second, Mr Major's poignant plea to voters at Wembley on Tuesday not to have his home repossessed nor to be turned out of his new job.

But in these blandest of times, it would be ungenerous to carp. Middle-income, medium-powers like Britain should, perhaps, be grateful for middling politicians nurtured, like the rest of us, on the National Health Service and free school milk.

Long-distance bussing to reach personal ends

FT writers on the party leaders' campaign travels

It began in Grantham, Mrs Thatcher's home town, and ended in Dulwich in south London, where she bought her post-Downing Street home. In almost every other respect John Major's campaign has been a contrast to his predecessor, Alison Smith writes.

The three and a half weeks on the road have been a process of Mr Major's finding his own voice on the campaign trail. His inexperience at this level of campaigning, with his inability to rouse an audience of the faithful to the heights of ecstasy they reached under Mrs Thatcher, told against him.

In his favour were the fact that people like him, his mastery of his brief - albeit in slightly bureaucratic language - and his enjoyment of going out on tour.

His interest in what he was shown, whether it was a cold-store in Sheerness docks, or a machine tool factory in Tamworth, amazed the travelling press.

He said early in the campaign: "I don't believe you can find out what is happening in the schools or indeed anywhere else simply by sitting behind a desk in Whitehall."

The belief that if everyone in the country could just talk to him for a few minutes the Tories would win by a landslide lay behind the barstool "Meet John Major" sessions with invited Tory audiences. He handled them competently but they lacked bite and were too low-key to give the campaign momentum.

The real innovation was the speech-on-a-soapbox, a reprise of his early political days in Brixton. The soapbox first appeared at the end of March when there was disorder on a walkabout in Luton, and appeared three times afterwards. It has not been used since Mr Major said he would take it everywhere with him, but the sharper style and apparently greater confidence have remained.

He - or rather his tour managers - have been the despair of press photographers. The number of factories and businesses on the tour was more

than all the schools, hospitals, sporting venues and farms - which would be expected to yield better pictures - put together.

His speeches at the seven set-piece rallies have benefited dramatically from his working on them more himself, though this led to some longeurs during the campaign day which often lacked urgency and focus.

Nearly 10,000 miles and 25 days later, Mr Major is a better campaigner. But an election during a recession was not the best time to be on a learning curve.

The banana-yellow battle bus of Mr Paddy Ashdown, emblazoned with the Liberal Democrats' "My Vote" slogan, ended its tour in the party leader's Yeovil constituency last night, Ralph Atkins writes.

His success will be measured in the extra votes Liberal Democrats are expected to win tonight. The failures? It is still not clear what "My Vote" actually means.

The effectiveness of the leader's tour has surprised even party officials. One admitted yesterday that strategy meetings had descended into witty repartee, in the absence of decisions to be made.

It could have gone horribly wrong. The punishing schedule - literally from dawn to after midnight, from the Scottish Highlands to the tip of Cornwall - could have led to physical exhaustion and disgruntled journalists. One Ashdown aide said: "If we were five points down, not up, in the opinion polls, we'd be very different."

To impartial observers the fireworks, dry-ice and streamers at the evening rallies looked out of place at the slightly dilapidated school halls often chosen as venues. But in fleeting TV pictures, they were on a par with Labour or the Tories.

Mr Ashdown's message has been broad-brush and populist. Only in the last few days has his party's manifesto been subject to precise questioning in set-piece television interviews, and even then discussion on hung parliament scenarios has predominated. Introducing

Mr Neil Kinnock as the next prime minister is commonplace at Labour rallies. With campaigning virtually over, this no longer carries the empty ring of impending failure, Michael Cassell writes.

Mr Kinnock and his team, hopelessly exhausted yet spurred on by the sweet smell of victory, believe the ultimate prize is but hours away. The leader's voice is wrecked but his temper has not frayed.

The entourage appears deeply drained but highly relieved that the slog is over.

But there is also controlled exhilaration. When an aide remarked on the late flight back from Lancashire "this has been the easy bit, from Friday we start the real job," she meant it.

Talk of how Gerald will perform, whether Gordon will strike up a healthy relationship with business, who will be the first cabinet member to get the chop is all discussed with an impressive air of certainty. The language of speculation has drifted away.

But throughout the last few hectic hours of plane-hopping, photo-calls and sound bites Mr Kinnock's men and women have been anxious that no one should go over the top in public and risk offending those who remain undecided by displaying a touch too much triumphalism.

The accusation originated after the Sheffield spectacular, a rally Mr Kinnock defended as a "joyous expression of confidence and unity" but which critics portrayed as arrogant and over-confident.

The campaign tactics surrounding the leader remained unchanged until the final hours. Mr Kinnock was enveloped in the trappings of a senior statesman, hopping from aircraft to Daimler to selected audience, his every handshake orchestrated to perfection.

The public has rarely had the chance to tackle the would-be prime minister in the way allowed on the few television and telephone confrontations which have brought back a taste of excitement and danger to the hustings.



On the button: Tony Banks, contesting Newham North West, with Pearly royalty at Labour's eve-of-poll reception for London candidates yesterday

Evidence of them-and-us attitudes remain

FT writers report from around the country on the critical issues that have emerged

SCOTLAND: The final pre-election polls in Scotland have not been encouraging for the Scottish National party, James Buxton and Bethan Hutton write. Three polls yesterday showed the party's support declining by about 2 points, to between 24 and 25 per cent.

While both Labour and the Conservatives publicly took comfort from the apparent decline in the nationalists' fortunes and from a decline in support for independence, opinion polls have in the past understated the SNP's support. In any case, the nationalists' position in the polls is still nearly double what it was in 1987.

In addition, the outcome in many key Scottish constituencies, where four parties are contesting marginal seats under the first-past-the-post system, is virtually impossible to forecast.

A poll for The Scotsman newspaper, while showing Labour and the Conservatives unchanged on 41 per cent and 22 per cent respectively,

showed a 2-point rise in backing for the Liberal Democrats, to 11 per cent. Although that is well below their average of 18 per cent in national surveys, much of their support is entrenched in rural constituencies where individual MPs have strong personal followings.

NORTH-WEST: In this part of England the country is perceived as being run from the south-east, for the south-east, Roger Matthews writes. Party leaders have reinforced that impression as they have increasingly relied on the electronic media to get their message across.

Local candidates make great play where they can of their affinity with the region - people in Lancashire have been heard to say "the lad's not from round here so he can't understand cotton" as a definitive reason for voters opposing a candidate.

The once and future leaders of Britain descend briefly on the region, often for a staged photo-opportunity, make little

more than a passing nod to the separate needs of the area and head straight back to London.

MIDLANDS: Three weeks ago, Mr Neil Kinnock walked into Birmingham's International Convention Centre in a rally to launch the Labour campaign, Richard Donkin writes. But all the subsequent rallies and tours by the party leaders, played out for the media have borne little resemblance to the campaign on the ground in the west Midlands.

The candidates have at times felt remote from their leaderships and have seen a different Britain from that which comes across from the invited audiences and radio phone-ins.

Arguments about tax did not count for much in the west Midlands, where most wage earners are below the levels needed to trigger Labour's higher rates.

One in six manufacturing employees in the region rely on the motor industry for their jobs, and news that car sales fell in March did nothing to lift

morale in Conservative party offices in the marginal seats. While they were solidly behind Mr Major, one could not escape a feeling that they were suffering withdrawal symptoms from the euphoria of the Thatcher years.

The fact that opinion has apparently moved little during the campaign in the Midlands has not surprised veteran party agents, who rarely worry about the issues. They wear a heavy cloak of cynicism woven from past experience.

SOUTH-EAST: In this region the sand of recession has clogged up the electoral machinery, David Marsh writes. And the many who feel they have lost out under the Tories are in a mood to exact vengeance.

Even if the Tories confound the pollsters and scrape home, the policies of any future Major government would be much less geared to promoting red-blooded capitalism.

In southern England, much has not changed. The division into "them and us" is still ever-

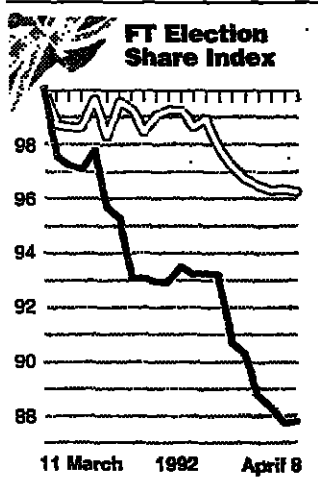
present, emphasised by the separate appeal of the two main parties to different thick-nesses of wall.

For all the modernisation of the Labour party, its candidates - on the whole more human, more humble and more humorous than the dozen Tory incumbents I have interviewed - still see that old devil "market forces" as their chief enemy.

LONDON: Labour's London campaign team thought it would be tilting at giants, but they turned out to be only windmills, David Owen writes.

Tory tacticians have not come up with anything remotely comparable to Labour's Big London idea: a strategic government for the capital.

Winning the campaign will not necessarily win Labour the 21 London seats it needs to secure an overall majority. For once, though, Labour has made every effort to smooth its own path. Polls suggest that 16 or 17 gains may be within its grasp.



● Labour win/Conservative defeat stocks... 96.15 - 0.21
● Conservative win... 92.94 + 0.09
● Labour defeat stocks... 94.06 + 0.46
● FT-SE (rebased)

AS THE campaign ended yesterday, those shares that might benefit from a Conservative victory moved upwards, against the trend. This last-minute recovery of confidence in Tory prospects was only a slight one, however: less than a tenth of a point. Shares that might benefit from a Labour win dropped, by two tenths of a point. Both parts of the FT Election Share Index did better than the FT-SE index.

During the campaign, "Labour gainers" dropped by just under 4 per cent;

FT ELECTION SHARE INDEX	
Labour win/Tory defeat stocks	
(% change since March 11)	
1. BAT - profits mostly overseas	+2.5
2. ICI - ditto; Kingpin of favoured manufacturing sector	-0.6
3. Blue Circle - infrastructure spending	-1.2
4. Taylor Woodrow - infrastructure spending	+1.6
5. BICC - infrastructure spending	-4.5
6. GEC - ditto, plus good at dealing with governments	-4.8
7. APV - capital goods, at core of manufacturing	-14.5
8. Rolls-Royce - ditto, plus better chances of subsidy	+3.3
9. Zetters - Tory lottery threat to profits	-4.1
10. Land Securities - gain from tight Lab planning policy	-11.4

Tory win/Labour defeat stocks	
1. Courtauld Textiles - Lab poses minimum wage threat	-10.8
2. BEI - min wage	-30.1
3. Hanson - Lab threatens curbs on UK takeovers	-3.2
4. S.G. Warburg - ditto, hitting corp finance revenues	-16.4
5. Thames Water - Lab renationalisation threat	-6.9
6. BT - Lab regulation, plus keen on fibre-optic network	-7.3
7. National Power - Lab regulation	-8.3
8. Prudential - Lab life insurance regulation	-11.5
9. Forte - min wage	-4.9
10. Whitbread - min wage, brewers' traditional Tory links	-14.4

"Tory gainers" dropped 12 per cent; and the FT-SE index dropped 5 per cent. The biggest changes during the campaign came on the Conservative side of the index, where five shares dropped by 10 per cent or more. The biggest loser was BET, the business services group, which lost 30.1 per cent of its value - for reasons which mostly revolved around the company itself.

Other Tory losers owed more to politics: S.G. Warburg dropped 16.4 per cent, partly on fears that a Labour government would clamp

ERM eases fear of £ devaluation

By Peter Marsh, Economics Staff

STERLING has steadied this week as investors have reasoned that, should Labour form a government, it would be unlikely to devalue the pound from its central rate in the exchange rate mechanism of DM2.95.

Entry into the ERM 18 months ago, fixing the pound within set limits linked to the D-Mark, has reduced the opportunities for the pound to lose value as nervous financial markets have contemplated Labour's lead in the polls.

The ERM link has removed a lingering Labour nightmare: that should it be poised to take power, huge sums of money would flow out of Britain because of investors' antagonism to a change of government.

For much of the 1980s, that nightmare was made more credible by the globalisation of financial markets and the impact of telecommunications technology, allowing millions of pounds to be switched between countries in seconds. When Labour was last in office in 1979, the potential to do this was limited by

exchange controls and less-advanced technology.

Last night in London, sterling closed at DM2.8425, unchanged on the day and up from DM2.835 on Friday night. Sterling's relative steadiness has been due to judgments by currency dealers about what would happen should sterling approach its ERM floor at about DM2.78.

Unless Labour chose to devalue, the Bank of England and other European central banks would be forced, under the system's rules, to support the pound. As a result, at a point close to the lower limit, the pound would look undervalued, and would be bought by investors.

Mr John Sheppard, an economist at investment bank S.G. Warburg Securities, said: "The ERM has made politics less of a threat to the exchange rate."

Mr Paul Chertkow, chief currency analyst at the London office of Citibank, the US bank, said that few main players on currency markets appeared to believe that Labour would devalue. He said that among the big banks and institutions active in the market, "there is little evidence that anyone is ready to sell the pound".



Editor was determined to be a bearish about the British economy for 10 years, but now I am going to be optimistic," he proclaimed before forecasting that the Footsie would tumble further to the 2,200 level. "With bulls like him, who needs bears?" complained a fellow guest.

Impending damage to Square Mile lifestyles was viewed with curiosity rather than anxiety by the Young Stockbroker. "I was 18 when Labour was last in power so I can't really recall what it was like," he confessed. "And remember that the foreign-exchange dealers are even younger than I am."

An entire generation of City practitioners has indeed grown up since the Conservatives came to power in 1979. The new aggressive trading style will be strongly in evidence tonight, when many big trading firms are planning to stay open most of the night.

In gilt-edged, for instance, unofficial trading will start at about 10pm, when the official polls close and the exit polls are published, and will continue as the results are declared through the night. Early dealing for UK and Continental clients could be replaced by US trading, and eventually the Far East may come on-line, depending on how unpredictable the election turns out to be.

The official markets are only making modest gestures to the big occasion, however. The Stock Exchange's Sea equity trading system will open just half an hour early on Friday morning.

If Labour wins and introduces its threatened high-tax regime, will it be possible to motivate people to work the kind of hours and accept the kind of stresses which have become normal in the City of London's financial markets?

Already there are stories of many City firms rushing out bonuses by last week so that their employees could benefit from the relatively benign tax rules of the last financial year. In some cases, apparently, companies have paid the whole of the coming year's salaries in advance as a precaution against a threatened 19 per

cent jump in the marginal tax rate.

Veterans remember the days when tax on earnings was anything up to 55 per cent. But only a few parties in City firms were liable to such rates, and then only in theory. They could hire the best tax experts to reduce tax liabilities.

Today the partnerships have nearly all been bought by big banks which may make it harder to remunerate people in a tax-efficient way. On the other hand, in the absence of exchange controls a whole new category of avoidance schemes has become possible. A recent colourful example was the device of avoiding National Insurance contributions by paying people in gold bars lodged temporarily in offshore havens.

At the lunch the genial atmosphere failed to overcome entirely the underlying gloom. But it would take more than the approach of a fierce-taxing socialist regime to knock the Technical Analyst off his stride. He knew that sheer uncertainty was the greatest threat to the stock market.

"Take it, gentlemen, that we will all be short-term buyers of the market whatever the result on Thursday," he said.

City Watch: Barry Riley

A hard day's night

ELECTION 1992

Major keeps post-election options open

By Alison Smith

A CONSERVATIVE opposition might not inevitably vote down a minority Labour government's first legislative programme, Mr John Major hinted yesterday, although he emphasised throughout the day that he was "stone cold certain" of a working majority.

On the last day of campaigning, he was drawn into discussion of what might happen in a hung parliament, his emphasis notwithstanding that the question was hypothetical.

Speaking on the BBC's Election Call phone-in, he responded to a question from Mr Tony Haines, a Liberal Democrat campaign worker, by saying: "I would study what was in the programme and what I thought was in the interests of the country."

He did not know what Labour would put in its programme, but "if they put in the policies that they have at present outlined, we would certainly vote against that."

At the final morning's press conference, where he was flanked by senior cabinet colleagues, Mr Major said the party's evidence showed that the Tories would get a clear majority.

Setting out the stark choice between the parties over a range of issues from the economy and taxation to choice in housing and education, he added that if it were not for the "bruises" caused by the recession he did not doubt that the Tories would have an increased majority.

He also rejected any idea that he might regret having embarked on the health service reforms, which have been a focus for Labour claims of a "two-tier" health service.

The reforms were, he said, providing better health care for everyone, and he predicted that by the time of the election, after today's, the overwhelming majority of people would be defending them.

Later, he highlighted the movement back towards support for the Tories over recent days. "I'm finding day after day that there is slipping back into our column, back into our camp, back into our sort of Britain," he said on the steps of Dulwich Conservative Club.

"We have plans for the future of Britain that no other party can match, prospects for the future that no other party can deliver, and ambitions for the future that no other party can contemplate."

In Lewisham, where the Tories held two seats by small majorities, Mr Major met again the man who signed him up for the Brixton Conservatives in the early 1960s, and was involved with him in soapbox politics.

Mr Derek Stone, a builder from south London, said that he and Mr Major "made a big stand, which we used to speak on on Saturday afternoons."

Kinnock stresses reconstruction

By Michael Cassell

MR NEIL KINNOCK, Labour leader, last night made an eve-of-poll appeal to the electorate to reject a "Tory future of insecurity, rundown and division" and to allow a Labour government to build a Britain capable of becoming a "pioneer in Europe".

With hours to go before polling started, Mr Kinnock told a rally in Barry, South Wales, that Britain wanted a government that pulled the country together and pushed it to greater achievement.

He said the election would not be won as a result of three weeks' campaigning but because of the government's long record of "failure and fracture". The Tories could not escape a past of complacency about the state of the economy and "contempt for the very idea of society".

The Labour leader said: "The Tories cannot escape their own record. Tomorrow they will not escape the verdict of the people. People want to be rid of them."

Mr Kinnock said his government would immediately begin the task of getting Britain out of recession. The need for action to reconstruct its industries, sciences and skills was urgent, with only eight months to go before the nation was

forced to compete in the world's biggest single market.

He highlighted Labour's programme for increased investment in education and in the National Health Service, and said a priority for Labour would be the building and repairing of homes so that families did not have to suffer "the misery and insecurity of bad housing, overcrowding and homelessness".

Mr Kinnock accused the government of concentrating power in its hands and of becoming "treacherous" with devaluation in standards of safety and probity. They had been hypocritical in cutting tax rates and slicing bottom-rate benefits. Their failure to build up the economy and invest in the nation's future had been a matter of conviction and doctrine, a belief in leaving the future to chance.

Mr Kinnock said that Labour pledged to "make the break" with the Tory years and to build industrial success and civilised standards. The task could not be accomplished overnight, and he was not promising miracles. By the end of this century he wanted Britain to celebrate the millennium with something better than a big New Year's Eve party. He wanted to put Britain "back in the lead where it belonged".

Ashdown claims victory in battle for high ground

By Ralph Atkins

THE LIBERAL Democrats have stopped UK elections descending into US-style negative attacks and tax-based attempts to bribe voters, Mr Paddy Ashdown claimed last night at his final rally of the campaign.

Labour and the Conservatives had been forced to change tactics and move to a

more positive agenda in response to the Liberal Democrat campaign, Mr Ashdown told an enthusiastic audience of party supporters in Taunton. In a speech embracing his party's themes - particularly education - Mr Ashdown again pitched for a coalition government if today's poll results in a hung parliament.

Touring his Yeovil constituency, the Liberal Democrat

leader warned that either an early second general election or a minority government would be damaging to Britain. Liberal Democrats believe that Mr John Major's hint on the BBC's Election Call programme that he might not vote down a minority Labour government's Queen's Speech will play to their advantage.

Party strategists will slow events if today's poll results in

a hung parliament. Mr Ashdown told journalists: "There will be no rushing around. It is a business that must be taken carefully, the formation of a government."

He intended to have a quiet Friday "and a couple of beers or three."

At the Taunton rally, he said: "Both of the other two parties were determined in this election to concentrate on their

negative attacks. Britain was in great danger of descending into a form of politics in which the party which bribed you the most was always going to win. It was the Liberal Democrats who had the courage to stand up and be counted."

He told supporters: "The more votes Liberal Democrats win, the more seats we win, and the more power we will have to ensure good govern-

ment for our country." He predicted Liberal Democrat gains across south-west England: "There are beacons being lit all across the west country - Liberal Democrat breakthroughs every one."

He told his audience that the election, "is about your children, your community, your country. It is about our long-term success, as well as our short-term difficulties."

PM's brave fight against party's past

Philip Stephens weighs up the campaign performance of Thatcher's heir

IF Mr John Major loses today's general election it will be because he has failed to disentangle himself from his party's past.

The judgement of history might well be that after a brief 16 months in Downing Street the prime minister was faced with an impossible task. No party since the Napoleonic wars has won four successive terms in office. He is seeking to match that record in the midst of the worst recession in living memory.

But if Mr Neil Kinnock stands on the threshold of 10 Downing Street tomorrow morning, the judgment of the present may prove a great deal harsher. An election defeat could well be followed by a leadership challenge.

In personal terms Mr Major has fought a brave election. He has been as energetic and determined as could be expected of any leader. Predictions that he would crack under the pressure of a month-long campaign were proved wrong. There have been gaffes, but fewer than were made by his predecessor in 1987.

His personal rating in the opinion polls has dropped. As a candidate for office rather than a prime minister, he has sometimes looked ill-at-ease and vulnerable. Neither trend surprised those who have followed previous elections; and Labour as well as Conservative candidates testify that on the doorstep he has remained an asset to his party.

But to win elections it is not enough to be brave. Nor is it enough to be nice.

Mr Major's appearances on an old-fashioned soapbox jarred with those who view election campaigns through the establishment prism of Westminster. The prejudices of the chattering classes may not matter. But it was a style that diminished the image of the international statesman which had been so carefully constructed in Downing Street.

If the opinion polls are right, his you-get-what-you-see honesty and decency have not persuaded enough voters to forgive his party the poll tax and the recession.

Mr Major's promise of a different future has not been projected with great enough clarity to wipe out painful memories of the past.

From the outset he was relying on the contrast between his leadership and that of Mr Kinnock to boost the Conservative share of the vote. The polls say that share has fallen during the campaign.

His advisers always overestimated the part that personal popularity plays in politics. The electorate, after all, voted for that nasty Mrs Margaret Thatcher in 1979 when the avuncular Mr James Cal-



A nice man goes walkabout: but Mr Major's courage and conviviality may not be enough

aghan had a strong lead in the ratings.

It is the message that counts. The prime minister's best hope was that his prospectus for the 1990s - wealth creation and welfare side by side - would persuade the electorate to look to the future rather than the past.

The Conservatives always knew that after three terms in office the most resonant chord Mr Kinnock could strike would be time for change. Mr Major, they said, would offer that change, depriving Labour of its most powerful message. That was why Mrs Thatcher had been toppled.

But instead it has been an election campaign in which the

new prime minister never quite explained to the voters just who he was. The electorate was told he could be trusted; but to do what?

Mr Major is not a Thatcherite. As he explained again yesterday morning during some bruising encounters on the BBC's Election Call programme, nor is he a politician driven by ideological certainties.

He works from a set of principles - belief in individual choice, responsibility and ownership - which are as true to the tradition of One-Nation Toryism as they are to the ideology of his predecessor.

His election manifesto replaces the radical zeal and

simple truths of the Thatcher years with page after page of dispassionate pragmatism. She was determined to change the world from the top down, her successor promises to work from the bottom up.

Mrs Thatcher herself offers private testimony to the break with the past. Despite her public loyalty during the campaign, her disdain for the policies of her successor is an open secret. She believes that he has been too lax over public spending and borrowing; she is dismissive of the Citizen's Charter; she is convinced that he gave too much ground to Britain's European partners at the Maastricht summit.

Mr Major, though, has not

been prepared to admit - let alone proclaim - a distinctively different agenda. Nor has he shown the sheer force of political personality which allowed Mr Michael Heseltine to pretend that there was no contradiction between conviction and consensual politics.

At times the prime minister tried to fight the election on his own record: victory in the Gulf, a return to consensual government, abolition of the poll tax, better funding for the welfare state and the deal at Maastricht.

But the cautious politician who climbed the ladder to Downing Street by making friends rather than enemies was not willing to disown the errors made in the triumphalist aftermath of the 1987 election victory. I am not Mrs Thatcher, he would say, but I greatly admire her.

There was a record to defend - the replacement of statist with market economics, the taming of the trades unions, privatisation, the spread of ownership. But Mr Major found himself dogged during the campaign by the two most damaging mistakes of Mrs Thatcher's government: the economic boom which brought the recession in its wake, and the poll tax.

Time and again the prime minister was asked to apologise for those mistakes. Time and again he demurred. On each occasion the credibility of his promise of a different future was diminished.

The identity crisis brought a series of swerves in his party's campaign. Mr Major began with the proclamation of his caring Conservatism, lurched into a defence of the incomes of the affluent, and then retreated into a less-than-convincing defence of the Thatcher revolution.

For a week the campaigning became entirely negative - until the party discovered that a bruised and disgruntled electorate wanted to tell why they should vote Conservative as well as why they should not vote Labour.

The most powerful message of the campaign - that Mr Kinnock's tax and spending plans would abort the economic recovery promised by a Conservative victory - was persistently obscured.

It may well be that the opinion polls will be proved hopelessly wrong. That in the privacy of the ballot box voters will decide to forgive the prime minister his party's sins for fear of Labour's tax plans.

If that happens, Mr Major will be free of the baggage of his past, with a mandate to shape his own political identity. If Mr Kinnock wins, Mr Major's party may prove as unforgiving as the electorate.

Lib Dems hope for two votes in Solihull

Paul Cheeseright hears the final verdict of the Martins, the FT's family of floating voters

MR NEIL KINNOCK's final attempt to lure floating voters into the Labour net has failed to reach the Martin family.

This evening, when Lyn, Tony and their first-time-voting son, Russell, walk out into Keswick Road, Solihull, on their way to the polling station, the Conservatives will be sure of one vote and the Liberal Democrats can count on only - probably two.

The Martins have never taken an election as seriously as this one. "We started the campaign with an open mind," said Tony. They have watched the news, seen the party election broadcasts, grown weary of the debates on TV and felt,



The Martins: one Tory, maybe two Lib Dems

latterly, that they were being side-tracked. "Instead of getting to grips with it [the issues], it's all about this PR," complained Lyn.

She, like her mother, will vote Conservative. But not, it appears, with vast enthusiasm. "I think it's a case of 'better the devil you know,'" she said.

"We've fared quite well under the Conservatives. There've been times when the high mortgage rates when we've really struggled. Then, as an afterthought, 'but we struggled under Labour'."

Tony has been impressed with the way Mr Paddy Ashdown has handled the Liberal Democrat campaign. He voted Labour in the 1970s, following his parents who now have switched to the Liberal Democrats. For a spell in the mid-1980s he was, somewhat reluctantly, a shop steward. That scared him. "If I thought Labour would get in, I'd vote Conservative. But if it's going to be a hung parliament, I'm inclined to vote Liberal Democrat."

Russell has not made up his mind. "I've still got time. I want to let it go right to the wire." But he is edging towards the Liberal Democrats. The poll tax has coloured his view of the Conservatives: "It was a mistake and yet they know it was a mistake. It's the one mistake that's forced me away from them."

Like his parents, Russell concedes that "Mr Kinnock has brought a lot of good things up". But he draws back. "The way, like Kinnock avoids things. I don't like people like that. I like people like Paddy Ashdown who hit things on the head." Still, he views the prospect of a Labour government with a detached equanimity. "If they do get in, I'd be ready to give him [Mr Kinnock] a fair crack of the whip."

Lyn and Tony are more fearful. The past does them. "Labour is so union-oriented. There'll be lots of strikes again," said Lyn. Tony argued: "I think with Labour they're manipulated a bit by the unions. It's just been pushed to the background." Labour's campaign has failed to break down this resistance. "Mr Kinnock just aggravates me," confessed Lyn. Tony said: "I don't think I could trust him."

Lamont right at the end

As the campaign drew to a close, it was difficult not to feel sorry for Norman Lamont.

The chancellor shot his credibility last year by prematurely predicting an economic upturn "round the corner" and eyeing too soon the "green shoots" of recovery, and so has been in no position to exploit several recent signs of the economic revival.

If it takes at least three bits pieces of evidence to make a trend, there is reason to hope for better times ahead.

One survey this week has found a majority of UK businessmen expecting higher orders and sales.

Another report says that Britain's purchasing managers are buying more.

Retail sales have edged higher for two months and consumer confidence has risen. Such evidence may not be enough to declare an end to the recession.

But should we be surprised, if, at some point in the future, statistics show that the British economy was moving upwards in April 1992?

Still friends

Yesterday's note about the Conservative party advertising campaign brought a forthright response from Saatchi and Saatchi Advertising.

Bill Multhead, the chairman and chief executive, says that the firm's relationship with Conservative Central Office is excellent, and that there is absolutely no question of the account being "as good as lost."

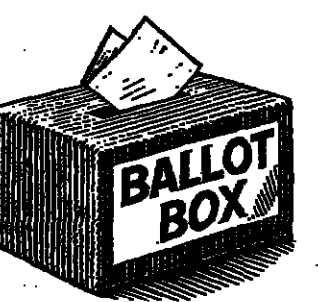
Meanwhile, it's back to nail biting.

Murdoch solid

No election eve nerves on the part of Rupert Murdoch. Some thought his British newspaper empire might at least hedge its bets in the face of a possible Labour victory, but yesterday demonstrated otherwise.

Although Today, Murdoch's faltering middle-market paper, has conducted a fair-minded election campaign in terms of its reporting, its final editorial came down squarely behind John Major, as the man to trust with Britain's future.

Predictably, The Times, having visited briefly the arguments for Labour, also argued for the "likeable, competent and honest" Major. The Sun took a promiscuous two pages, including the front, to make the same point.



Murdoch's Sunday papers have already assembled in the blue square.

Labour has thus been given no reason to draw back on its manifesto threat to bring the Monopolies and Mergers Commission into the media industry, a move inextricably linked with the party's desire to roll back Murdoch.

Some think that faced with a choice, Murdoch might go for TV rather than print. Given his sensitive relationship with his banks, however, it's hard to see him selling cash cows like The Sun, the News of the World and the Sunday Times. Today, however, could be gone tomorrow and, who knows, perhaps The Times would be vulnerable too.

Not so Bright

Graham Bright, John Major's partly parliamentary private

secretary, has been having at least as difficult a campaign as his political master.

As MP for Luton South since 1979, Bright is defending a 5,115 majority against Labour's Bill McKenzie, a former Prime Waterhouse partner who gave up his accountancy job to fight the seat in 1987.

Bright has already accused McKenzie's wife of organising a "mob" of "thugs" who barracked the prime minister when he visited the town. Under pressure from McKenzie's solicitors, he was forced to issue an embarrassing apology.

Next Bright alleged that, if Labour wins today, councils would have "compulsory powers" to repurchase homes bought by former tenants. Even Bright's agent has admitted in response to protests that the claim is overstated.

A Conservative leaflet also charges that Labour would "lower educational standards". The section is headed "Labour's disastrous programme".

Party tolls

Severn River Crossing has waited until the election is out of the way before calling a press conference next Monday to confirm that tolls on the Severn Bridge into Wales will

go up from the present £1 each way to £2.80.

Severn River is a subsidiary of the Anglo-French consortium that has been awarded the contract to build the second crossing of the estuary, due to open by 1994.

Tolls are such a contentious issue in Wales that an announcement of an increase before the election could have had all sorts of consequences.

The Welsh Nationalists would like them abolished altogether. Labour would like them to go, but can't afford to promise. Only the Tories are in favour with David Hunt, the Welsh secretary, saying that higher tolls are a price worth paying for the second bridge.

Absent Bond

In the end he never came. All through the campaign the Scottish National party never killed off the prospect that Sean Connery, the Scottish-born actor who was converted to their cause last summer, would at some stage make a personal appearance at a party rally.

His voice but not his face featured on some of the SNP's broadcasts. But in the end he stayed away, apparently at home in Marbella, as very likely he had intended to do all along.

Unions review party funding

By David Goodhart, Labour Editor

STATE FUNDING for political parties, promised in Labour's manifesto, would loosen but not sever the ties between the party and the trade unions that finance it, according to Labour and union officials.

The ties are under review, with both sides agreed that a more distant relationship is in their mutual interest. State funding would be a financial relief for the Labour-affiliated unions, which at present finance about half Labour's running costs between elections and nearly all election spending.

Mr John Edmonds, leader of the GMB general union, believes his proposal for scaling down the union block vote at Labour conference from 90 per cent to 50 per cent is likely to be accepted more quickly, probably within the next three years, as a result of the prospect of state funding.

Labour officials argue that the "political ballast" provided by the unions at party conference, and in the electoral col-

lege that elects the party leader, will continue to be required to counterbalance the unreliable constituency parties.

One Labour official said: "The relationship has always been about a lot more than money, and our political links will stay for the medium term."

The unions will increasingly shift their influence to constituency parties, where they will hope to encourage more of their members to join the Labour party. State funding would allow the unions to continue the trend of concentrating a higher proportion of their spending on elections alone.

State funding might face considerable political and popular opposition, but it is supported by the Liberal Democrats.

The main Labour-affiliated unions have to ballot their members in 1994 on whether their political funds should be retained. Last time the unions won those ballots with ease, partly based on the argument that without union political funds the opposition would be starved of cash.

NEWS: UK

Rise in truck sales signals market upturn

By Kevin Done,
Motor Industry Correspondent

THE FIRST sign of the start of a recovery in the UK new vehicle market emerged last month with a rise in the sales of heavy trucks, the first monthly year-on-year increase since September 1989. As a result, heavy truck sales for the first three months of 1992 showed a year-on-year increase of 2.7 per cent.

The commercial vehicle sector is a significant economic barometer, with vehicles going to many key sectors from retail distribution to construction.

Truck makers have suffered their steepest decline of the post-war period with sales falling last year to the lowest level since 1954. More than half the

market has disappeared since late 1989, and heavy truck sales were one of the first segments of the UK vehicle market to show the impact of the gathering recession 2½ years ago.

In part, heavy truck sales last month were artificially inflated by a change in safety regulations, with mandatory fitting of anti-lock braking systems from April 1. This had the effect of pulling some registrations forward into March, but heavy truck makers insisted yesterday that the market had bottomed out.

"The market for heavy trucks for articulated trucks stopped falling in the last two months of last year and there is now an upward trend," said Mr David Thomas, director of the truck division of Mercedes-Benz (United Kingdom).

The rise in demand is coming from the medium and long range distribution sectors, such as the oil industry, where safety regulations limit the age of trucks in service. Sales to the construction industry remain very depressed.



Breakfast special: BR's Deborah Bunker serves Jean-Etienne Giamarchi on yesterday's Paris-Brussels express

BR serves up alternative to petit-déjeuner

INTERCITY, the British Rail flagship, contributed to its own *entente cordiale* this week by serving up bacon and black pudding on the Paris to Brussels early-morning express, writes Richard Evans.

Confidential travellers have had their croissants and coffee supplemented by BR's "Great British Breakfast" as part of an InterCity campaign to dispel its reputa-

tion for not-so-haute cuisine.

In a week-long experiment, a team of InterCity executives, chefs and stewards are serving full British breakfasts on the 7.05am businessman's express from Paris, and an evening meal on the Journey back from Brussels. Out of 180 customers in three dining cars yesterday, 70 per cent opted for the British breakfast rather than

the meagre local alternative. Most chose bacon, sausage, tomatoes, mushrooms, fried potatoes and black pudding.

Mr Terry Coyle, InterCity's director of on-board services, claims: "InterCity catering is the envy of most European train operators... we would not be doing this if we thought it would not be totally successful. French trains have nothing like it."

Britain in brief



Charity faces inquiry over political links

The Charity Commission has launched a preliminary investigation into the activities of a UK-based charity because of its connections to a newly-founded political party which has been actively campaigning for votes in the election.

It emerged that the Commission has approached the registered charity the World Government for the Age of Enlightenment of Great Britain for information regarding its links with the Natural Law Party which is fielding over 310 candidates and conducting one of the more expensive advertising campaigns of the election.

The Commission is trying to establish whether the charity may be in breach of regulations by straying too far into political activity. The charity denies it has broken commission rules.

will fall a further 10 per cent this year.

The fall in 1992 spending, predicted by the Chemical Industry Association, is in spite of record sums spent by the chemicals sector on environmental protection, and substantial amounts invested by the pharmaceuticals group on research and development.

The association said since January little had happened to improve prospects of an economic recovery either internationally or domestically.

Nissan UK directors bailed

The deputy chairman of Nissan UK, and the company's former finance director, who are accused of cheating the Inland Revenue of corporation tax, have been remanded on bail until May 20 by magistrates in Sussex.

Mr Michael Hunt, deputy chairman and assistant managing director, is charged with dishonestly arranging for falsely inflated invoices and for the submission of accounts in which Nissan UK's net pre-tax profits were understated by about £100m.

Mr Hunt and Mr Frank Shannon, former finance director, each face a similar charge in which the alleged understatement of profits was about £50m for an earlier period.

Court gives BCCI creditors more time

By Raymond Hughes,
Law Courts Correspondent

CREDITORS of the collapsed Bank of Credit and Commerce International (BCCI) have been given another four weeks in which to make up their minds about draft agreements to settle their claims.

The London High Court yesterday overruled objections from the BCCI liquidators, who had sought immediate court approval of the agreements, and adjourned the matter until May 11.

The agreements, involving the injection of nearly \$1.7bn by the government of Abu Dhabi, were the best option available for thousands of BCCI creditors worldwide, the court was told by Touche Ross, the BCCI liquidators, who

negotiated the package with Sheikh Zayed of Abu Dhabi, the majority shareholder of BCCI.

The liquidators said it would increase the estimated return to creditors from the range of 0-10 per cent to 30-40 per cent, with a first payment of 10 per cent in early 1993.

Sir Donald Nicholls, the senior Chancery Division judge, said the creditors' committee had been unable to make any independent assessment of claims against the Abu Dhabi government and the majority shareholder which, under the proposed agreement, the liquidators and creditors would surrender.

The committee was concerned that creditors were being asked to abandon claims without adequate information

about the prospects of those claims, the judge said.

Before the major provisions in the draft agreements would take effect creditors would have to accept the offer and release claims against the Abu Dhabi government and others by, in the first instance, September 30.

More immediately pressing was the liquidators' stipulation that court approval should have been obtained, and the time for appeals have expired, by June 30.

Sir Donald said that, while it was important to bear that deadline in mind, "I am impressed by the need for the creditors throughout the world to have the benefit of informed recommendations from the creditors' committee as far as

that can reasonably be achieved."

He was also impressed by the court's need to have the benefit of such recommendations before deciding whether to approve the draft agreements.

The judge had been told that hearings seeking court approval were due in Luxembourg on April 28 and the Cayman Islands on April 30. He said he did not think an adjournment to May 11 would cause insuperable problems for the other courts.

The English liquidators of BCCI said later that they were disappointed by the adjournment, but would do all they could to prevent the delay harming creditors' interests - though "the timescale envisaged by the agreements is very tight indeed."

Union seeks unilateral action on shipping safety

THE RMT transport union, yesterday urged the British government to break ranks with the world community and introduce tougher legislation on shipping safety, writes Catherine Milton.

Mr Tony McGregor, assistant general secretary of the RMT said: "Seafarers should not have to wait for the world to agree safety standards. Lives are at risk while other countries prevaricate."

The statement follows a meeting in London of the International Maritime Organisation (IMO), the UN agency which draws up safety standards. The IMO says states need to act unanimously and warns of chaos resulting from different national standards. The procedure is slow. Safety standards for new ro-ro ships, of the Herald of Free Enterprise type, came into force three years after the 1987 disaster which claimed almost 200 lives.

Mr William O'Neill, secretary general of the IMO said: "Despite the efforts of some states, the number of substantial ships sailing the ocean is too high and the loss of life is unacceptable."

World shipping was facing enormous problems due to ageing fleets, higher replacement costs, poor safety standards and an acute shortage of manpower, he added. While compromise on certain points was inevitable, "such compromise must provide a level of safety that is acceptable to the entire shipping world."

Demand for executives rises

A new poll of business sentiment and a pick up in demand for top executives in private industry yesterday signalled an improvement in UK company performance and added to evidence of a possible end to the recession.

A survey of business leaders by the Institute of Directors showed that sales volumes, profits and employment expectations have recovered to levels last seen in June 1990, before the Iraqi invasion of Kuwait and the sharp downturn in economic activity in August that year.

Spending cut in chemicals

Capital expenditure by the recession-hit chemical industry fell 13 per cent in 1991 and

Bank criticises retailers

Barclays Bank has attacked retailers, accusing them of blackmail and holding customers to ransom in their efforts to prevent banks raising their credit and debit card charges.

The claim followed revelations earlier this week by Tesco, the food store which chairs the Debit Card Users Group, that banks charge substantially more for each debit card transaction than they do for cheques. "Over the last three years card processing charges levied on retailers have reduced sharply - by over 25 per cent on credit cards and over 40 per cent on debit cards. Consumers have not seen the benefits of these reductions in the prices they pay at the point of sale," said Mr Richard Beay-Smith, chief executive of Barclays Central Retail Services Division.



The Crimea Revisited A voyage of discovery in the Black Sea

20th September to 1st October 1992

You are invited to explore the historical sites around the Black Sea, in the company of the Financial Times, aboard the cruise ship the MS Caledonian Star. This trip had been made possible by the dramatic political changes in the region, and only now are westerners able to visit such places as Sevastopol, and the battlefields of the Crimea.

But while our tour will range historically from Troy to Yalta, and take in Gallipoli on the way, this is not just an opportunity for the military historian. We shall join the MS Caledonian Star in Istanbul, and the passage includes visits to the Danube Delta, a haven for birdlife, Odessa with its French flavour, Sinop on the northern tip of Anatolia, and time will be set aside to sample the Massandra wines during our stay in Yalta.

The high standards of the Caledonian Star and her Scandinavian officers give us an excellent and comfortable base from which to enjoy the Financial Times tour. The guest lecturers will include Sir Julian Paget and other authorities, including an FT journalist, thus ensuring that what we offer is only available through this invitation. Please write now for further details.

DAY 1. London Heathrow to Istanbul and embark on the MS Caledonian Star.
DAY 2. Istanbul. A day of exploration. Sail early evening through the Sea of Marmara.
DAY 3. Canakkale. Visit the ancient site of Troy.
DAY 4. At sea. Sailing close inshore past Cape Helles to Sulva Bay, we shall see the beaches where the Gallipoli landings took place in 1915.
DAY 5. Sulina - Danube Delta. Here is one of the most outstanding wildernesses left in Europe where we hope to see many species of waterbirds and eastern European birds.
DAY 6. Odessa. See the Potemkin Steps and the Archeological Museum.
DAY 7. Sevastopol. Visit 'The Panorama' for a valuable introduction to the Crimean War, followed by a city tour and visits to other museums.
DAY 8. Sevastopol. Full day excursion to the battlefields with picnic lunch. Firstly visiting Balaklava, the ruins at Inkerman and the Chernaya Battlefield. Sail during dinner to Yalta.
DAY 9. Yalta. Morning visit to the Livadia palace, followed by an early lunch and afternoon drive through wine country, finishing with a tasting at the Massandra wine cellar.
DAY 10. At sea.
DAY 11. Sinop. Here, in northern Turkey, we shall walk around the old town visiting the ruins of the Citadel defences walls.
DAY 12. Istanbul. Those who wish to stay on in Istanbul, may take advantage of a specially arranged 3 night stop at the Hilton Hotel. Twin £165. Single £275, including breakfast each morning.

PRICES: Prices range from £1,895 per person for an outside two-berth cabin with shower and wc, to £2,800 for a two-room suite. Singles from £2,350. Price includes: British Airways London/Istanbul, 11 nights on the MS Caledonian Star on full board, excursions throughout including lunches where applicable, entrance fees, guest speakers, low season.

Tickets are subject to availability. Addresses supplied by readers in response to this promotion will be retained by the Financial Times, which is registered under the Data Protection Act 1984.

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SPENDING on research and development has been one casualty of electricity privatisation in the UK. The new companies have closed laboratories inherited from the Central Electricity

Generating Board, made many scientists and engineers redundant and reduced the scope of their R&D. The size of the decline is uncertain, since the privatised R&D arrangements are not yet fully in place and the companies have been slow to disclose their new levels of research spending.

In evidence for last month's Commons Energy Committee report on electricity privatisation, the Watt Committee on Energy, an independent group, estimated that National Power, PowerGen, National Grid and Nuclear Electric spend less than £100m a year between them on R&D. That compares with the CEB's R&D budget of £200m in 1988-89, the last year before it was broken up.

As the Watt Committee commented: "For a high-technology industry with sales exceeding £50m per annum and facing both supply and market developments together with a degree of uncertainty in the medium- to long-term future, a total spend of... less than 2 per cent of sales seems anomalous."

Most hostility has come from bodies representing the R&D staff hit by the cuts. Patrick Hanson, national research officer of the Electrical Power Engineers' Association, said the energy secretary in the government elected today should use powers under the Electricity Act to fund research in the national interest which had been abandoned by the privatised industry.

However John Wakeham, the outgoing energy secretary, said that, while it was too early to be certain, "the run-down by the old CEB research establishments is probably being compensated for in a pretty efficient way by manufacturers of products and users of products seeking to do the necessary research in order to assist themselves in the market."

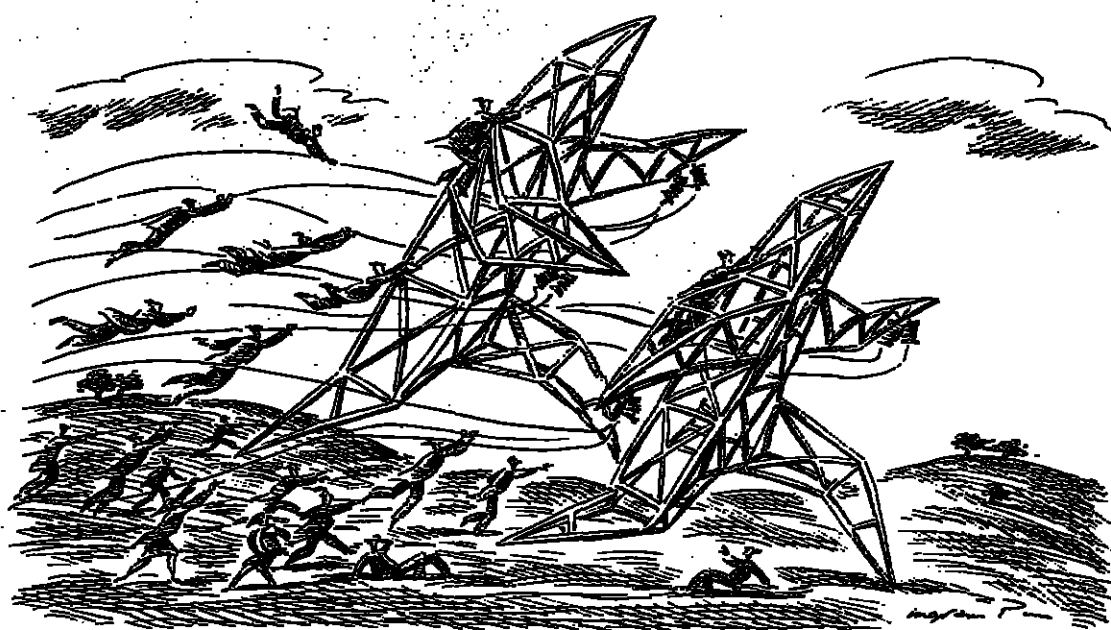
The privatised companies agree with him. "In the long term, manufacturers, suppliers and research institutions will be stimulated to fill the gap," predicted East Midlands Electricity. "This will result in a healthier, more competitive and more commercially focused R&D activity."

The new R&D arrangements of the non-nuclear parts of the industry are:

● **National Power**, the largest generating company, is closing its main laboratories in Leatherhead, Surrey, where 200 scientists and 250 support

Clive Cookson looks at how privatisation has affected the R&D activities of Britain's electricity industry

A shock to the system



staff worked. It is setting up instead a streamlined research and technology division at its business centre in Swindon, Wiltshire, with 100 scientists and 30 support staff. R&D spending will fall from £26m to £14m a year.

● **PowerGen**, its smaller competitor, has closed the Marchwood laboratories in Hampshire and concentrated R&D at its Ratcliffe Technology Centre near Nottingham. The number of scientists employed has fallen from 190 to 40. PowerGen's R&D spending will fall from £14m to £8m a year. This includes a payment of £3.3m a year to the Electric Power Research Institute (EPRI) in the US.

● **National Grid**, the transmission company, has set up a technology and science division with 210 scientists and support staff in Leatherhead. In contrast to National Power and PowerGen, its R&D spending has gone up slightly - from about £6m a year when transmission was something of a Cinderella subject within the CEB to £8.2m now.

● The regional electricity companies, which distribute power to consumers, support R&D through EA Technology in Capenhurst, Cheshire. Collectively they underwrite about £13m of EA Technology's £20m a year budget and spend a further £4m on individual projects.

Peter Chester, who retires this

'For a high-technology industry with sales exceeding £50m per annum, a total R&D spend of 2 per cent of sales seems anomalous'

month as National Power's executive director for technology and environment after supervising the R&D restructuring, says this was a response to the profound shift in technical strategy which accompanied privatisation. Instead of the planned expansion of large coal-

fired power stations designed by the CEB, National Power is building smaller gas-fired combined cycle plants designed by international power engineering companies.

"One consequence is a much reduced call for 'research' in support of existing plant; in future this will be supplied mainly from within the engineering function," said Chester.

National Power's slimmed-down R&D staff will concentrate on: strategic studies of new options for power generation such as "clean coal" technology; emission control techniques; cheaper fuels; waste-to-energy processes; co-generation; wind power development; and other opportunities for business development.

Critics have attacked National Power particularly for running down environmental research, for which the Leatherhead laboratories had a worldwide reputation. But Chester says this was inevitable. When the CEB set up its environmental science programme 15 years

ago, "major scientific questions were still open, environmental research in the universities and other institutions was relatively poorly supported and policy on reducing SO₂ and NO_x was awaiting better scientific understanding. Now there are clear policies, many other players in the field and much external environmental expertise to draw on."

National Power says it is making every effort to "assist in the transfer of those skills and facilities no longer needed, to organisations that can make effective use of them". According to Carlos Lopez-Caciedo, research and technology director, 90 per cent of those made redundant at Leatherhead have found new jobs.

The company is giving away surplus equipment that would be worth several million pounds if new. For example, Imperial College, London, has set up an Atmospheric Chemistry Research Unit on the basis of mobile laboratories donated by National Power. And the Natural Environment Research Council is acquiring special greenhouses designed to assess the effect of pollutants on plants.

As the generating companies slim down their own R&D activities, they are contracting out more research. The biggest beneficiary so far is EPRI, based in California, which carries out collaborative R&D for the US electric utilities.

Last year PowerGen became EPRI's first overseas affiliate. Its £3.3m a year subscription gives PowerGen access to a range of projects on which EPRI is spending \$6m a year. EPRI has just opened a UK office in anticipation of receiving more work from the electricity supply industry in Britain and other European countries.

In the UK two electricity R&D organisations with similar names, ERA Technology and EA Technology, stand to benefit from any further contracting out of research.

ERA Technology in Leatherhead (originally the Electrical Research Association) has been operating as a free-standing contract R&D company since 1978, covering electro-technical research. EA Technology (formerly the Electricity Research and Development Centre) still depends on underwritten funding from the electricity companies but is moving to find new customers.

At the same time Stuart Excell, managing director of EA Technology, suggests that the industry's regulator, Stephen Littlechild, should give the electricity companies more incentive to support R&D - especially research into more efficient use of electricity - by allowing them to pass on the costs in increased charges to customers. "Otherwise it's like asking a company to spend money reducing its own turnover," he says.

Japanese digger holed up in UK

By Andrew Baxter

Deep in the Northumberland hills earlier this winter a delivery driver complained bitterly to the manager of a quarry about the rough treatment meted out to a mysterious wheeled excavator.

The excavator, whose identifying marks had all been removed for testing, had been manufactured down the road at Komatsu UK (KUK) in Birtley. Its abuse was in a good cause, marking the end of an intensive two-year exercise in technology transfer that had produced the first Japanese construction equipment model to have been designed, engineered and built outside Japan.

"For our lads, it's the first exposure to this kind of activity," says Mick Higgs, KUK's design manager. The project is the culmination of a steady development in KUK's design expertise since the plant began production in 1987. For Clive Morton, KUK's first employee and now director of personnel and administration, it has illustrated an essential point about technology transfer - it is hard work.

"It sounds all very grand," he says. "But really it's all about day-to-day effort and concentrating on making things work. It's not somebody waiting in, throwing concepts on the table and waiting out again."

Komatsu had always intended that Birtley would progressively become an autonomous European plant. From the beginning it had a small design team, adapting Komatsu's machines to different requirements and regulations in 16 national European markets and also ensuring "buildability".

Here, says Morton, KUK went through some elementary lessons about differing approaches in Japanese and UK drawing offices. The Japanese tendency was to leave as much information on a drawing as possible, including all the design changes, whereas the UK approach was to throw away discarded versions and concentrate on the final one.

The next stage involved KUK's designers in Komatsu's Dash 5 model programme, with the Birtley team influencing the design at an

early stage to ensure it would not hit problems in Europe. A Finnish distributor, for example, complained that the grab handles on the door were too small for drivers wearing thick gloves to grip.

The latest stage involves designing an entire machine that is aimed particularly at a gap in the European market and its biggest constituent part, Germany.

It has been a testing experience for both the parent company and the KUK design team, now expanded from an original 10 to 40 and linked to eight plants in Japan via a 21m Cad system.

For Komatsu, maintaining its reputation has been paramount, says Toshitaka Suketomo, KUK managing director, and the Birtley development team has followed the same procedure that the parent company uses.

The process differs from western approaches by delaying the crucial decision to build or not to build until completion of a sequence of approvals to move from one stage to the next.

The advantage, says Morton, is that it helps isolate a problem that ought to be fixed before the production decision is taken. On the other hand, some of the UK employees - keen to know whether their designs would ever become reality - found the idea difficult to accept.

Inevitably the team made mistakes, but were in close touch with Japan for guidance and also with Japanese colleagues seconded to the project. This is one reason, says Higgs, why the team is keen to have another go.

Already, design work is continuing on a smaller (13 tonne) and larger (20 tonne) version of the new PW170-5 machine, although KUK will not say when they will be launched.

The original 17-tonne machine, smartened up and its identity restored, was unveiled this week at the Bauma construction equipment exhibition in Munich.

Both Morton and Suketomo are keeping their feet on the ground about the process but two years from start to finish is a creditable debut.

MANAGEMENT: MARKETING AND ADVERTISING

Brewers move ahead in Tokyo

When Dirk Enters began marketing Heineken beer in Japan 15 years ago, foreign labels were an exotic oddity. After years of alliance-building and gradual expansion, overseas brewers are getting an intoxicating taste of what may lie ahead.

Each of the four imported beers established in Japan has tied up with one of the big four domestic brewers. Of the American groups, Budweiser has linked with Suntory, Coors with Asahi and Miller with Sapporo, while Heineken of the Netherlands has been working with Kirin.

In the past four years, both imports and foreign beers brewed under licence locally have increased their share of a growing market, although they still have only 2.3 per cent, compared with about 5 per cent held by imports in other beer drinking countries.

"This is an immature beer market," says Heineken's Enters. He notes that while consumers are inundated with new labels and advertising campaigns, Japan lacks Europe's variety of large and private labels and price competition.

The US competitors appear to be setting their sights particularly high, with their pricing and marketing strategies aimed at the mass market. Only Heineken is sticking to the premium segment.

Budweiser, the world's best-selling beer, is already Japan's top import label - its distinctive all-American label and fun-loving sales pitch seems to appeal to image-conscious young adults.

While beer may appear a popular tittle at Japanese social occasions, per capita consumption remains less than half the average in many European nations. Cultural factors

are one reason, with *sake* and *shochu* highly popular. But so too is the heavy cost, given the lack of price competition and the higher tax on beer than on other alcoholic drinks.

Whether foreign brewers proceed alone or with partners who have mixed feelings about their success, they will have to expand sales in bars, restaurants and discos, which still account for most of their turnover. They must also grab more shelf space in liquor shops and the growing ranks of supermarkets and convenience stores being permitted to sell beer.

The tight reins that tax collectors and local brewers have held on pricing for decades are being loosened. Last year Japan's Fair Trade Commission launched an investigation into price-fixing by the big domestic brewers. It concluded no illegal activity had occurred, but urged brewers to run ads telling retailers that their published prices were recommendations only.

The small family-run liquor shops that still dominate the retail trade remain reluctant to discount local brands, although large retailers regularly cut prices for foreign labels.

The Japanese palate seems sensitive to price. Budweiser sales soared 60 per cent in the first half of 1990 when local brewers increased their prices. The Americans' production cost advantage has helped them narrow the gap.

Foreign brewers have one other trump card: as the beer industry becomes a global business, Japanese brewers are keen to develop their own export markets. To do so, they will need close industry allies abroad.

Neil Weinberg

"THE first thing I noticed about Neil Kinnock... was the brilliant gleam from his highly polished shoes... This gave one a clue to the fact that he is, in fact, more self-disciplined and organised than might usually be thought."

Thus Brendan Bruce, former Conservative party communications director under Margaret Thatcher, illustrates a paradox at the heart of marketing, particularly the marketing of a political image.

The apparently trivial - the well-polished shoes - can be yoked into serving a judgment of considerable importance - Kinnock's managerial and administrative abilities. If Bruce's interpretation takes hold, then John Major could well be looking for a new job tomorrow.

But that is a large "if". A moment's reflection indicates how shallow such a judgment is; maybe all the Labour leader has done is to buy the marketing notion that human beings can be duped by shiny shoes? Was Michael Foot's sartorial inelegance really responsible for his failure to dislodge Margaret Thatcher in 1983?

I suspect that Bruce, the archetypal marketing professional, doubts that proposition. But his commitment to image-polishing (ex-Procter & Gamble, General Foods and Mars) ensures that frankness about the limitations of mass persuasion has small showing in his entertaining book.

Together, Britain's three main political parties will have spent more than £30m on marketing techniques in an attempt to form the next government. It has been an election largely waged by party backroom activists who have uncritically gobbled up the magic of unsophisticated marketing handbooks, firmly believing that image determines the outcome.

But as Bruce points out, image-polishing is a weapon with only supportive value. The trouble is that in a neck-and-neck race, marketers are tempted to get bigger than their boots.

Thus as Labour and the Conser-

Putting your shirt on power dressing

Gary Mead looks at the importance of style in politics



Aiming to show opponents a clean pair of heels (left to right): Neil Kinnock, John Major and Michael Foot

vatives have chosen to slug it out on each other's traditional territory - the one trying hard to prove its competence to manage the economy, the other selling a newly-found adherence to the welfare state - the internal recriminations are being laid at the door of supposed failures by the "communications directorates".

This argument suggests that if only they had rubbed harder on the shoes of their leaders, then victory might have been snatched from the

jaws of defeat. That is not an entirely ridiculous notion. Bruce says that "the impact we make on others depends on the following: how we look and behave - 55 per cent; how we speak - 35 per cent; and what we say - only 7 per cent."

But Bruce is more clever than that. He reminds us that marketing is a necessary, but not sufficient, condition for persuading consumers. He is of chocolate bars or election campaigns.

He thus castigates politicians for vainly hoping that, in a tight spot, lip gloss can conceal a lack of substance. When old-fashioned ideas like leadership, integrity, clarity of vision and principled policy-making have apparently retreated in the face of image manipulators, surely he who captures the cosmetic tendency will also capture power?

Facts dispute that belief. There is a view that Labour "fought the best campaign" in 1987, and Kinnock certainly had a 45 per cent popular-

ity rating against Thatcher's 41 per cent.

But much good that did Labour. So although there is little doubt that in 1992, Labour has again led the marketing sickness field, that may not be enough to overcome suspicions that behind the face-paint is wrinkles.

All that image makers can do is to help the tide on its course. Bruce recalls that Hitler, who "had studied advertising techniques and concluded that consistency and perseverance were the twin secrets of success", made full use of a wide range of techniques.

Long before the current campaign, Hitler employed stooge audiences, warm-up men, snappy logos, media manipulation, even direct mail - posting tiny gramophone records of his speeches to supporters. Today's image massagers resort to many of the same tactics.

But hyper-inflation and a feeble state structure gave room for Hitler's marketing techniques. Marketing can only ripen; it cannot germinate.

Bruce is thus led to some robust conclusions, which future political leaders might well bear in mind:

● No amount of talent or brybe can convince the voter that a show's ear is anything but that.

● A popular and respected leader in charge of an unpopular party will usually lose.

● An unpopular leader in charge of a popular party will probably win.

● No political image maker can afford to ignore the leader's personality but if that is at the expense of communicating the benefits of policy, then it is always wrong.

● Those who mistake "production values" for content are destined for a shock at the polls. Voters make a choice based on the credibility of promises, not on the track record of film directors.

On those premises the current race must still be wide open.

"Images of Power: How The Image Makers Shape Our Leaders. By Brendan Bruce, Kogan Page, 192 pages, £16.95.

Cleaning up on the housewives' choice

Who is the TV advertisement for sanitary towels with wings supposed to be aimed at? Who are those "housewives" who sit around with Clare Raynor, the agony aunt, enjoying a televised discussion about how dry their panties are?

Where are the women who are moved by those whizzo cooks that produce food good enough to please the in-laws?

Selling to women is a profitable business: the market is expected to reach £30bn by the end of the

decade. Women are big buyers not just of cosmetics and cleaning fluids, but increasingly of cars and financial services, markets which were once the preserve of men.

Yet the content of advertisements meant to tap this market often bears little relation to the kind of women likely to buy the products.

The ad agency's "housewife" still loves cleaning and cooking - she sometimes even spills things for the fun of cleaning up again. The new and equally implausible

stereotype shows female top executives with sheer stockings and trim briefcases slipping into chauffeur-driven cars.

Four real-life women, all ex-advertising agency and all with families, last week got together to form what they claim is the first advertising and marketing service geared at selling to women.

They say it takes one to know one: as 90 per cent of ads are written by men, it is not surprising they fail to hit the mark.

But surely these big companies have done their homework, and

continue to use such advertisements because they work?

"They spend millions on advertising. If they used more tasteful advertisements, they might not have to spend so much," says Anne Irwin-Brown, one of the four.

An example of an advertisement that she thinks has got the balance right is for Oxo, in which the woman has a job, a sense of humour and a family, and is dashing out to an evening class.

The problem goes deeper than just advertising, according to Irwin-Brown.

While car companies, for instance, have long recognised that they should aim their advertising at women, the marketing message has not really got through.

Indeed, the average car dealer, who is going to be making the sale, still tends either to flirt with or patronise his female customers.

Lucy Kellaway

**The Female Advantage/Noiman Parmanier. Tel:0243 513 436 or 071 431 5614.*

BAHRAIN

The FT proposes to publish this survey on June 2 1992. This survey will look in depth at BAHRAIN and how the country is developing. It will be of particular interest to the 54% of Chief Executives in Europe's largest companies who read the FT, which is read in over 160 countries worldwide. If you would like to reach this influential audience, call CHIT Crofts on 071 873 3269 or fax 071 873 3079.

Data source: Chief Executives in Europe 1991

FT SURVEYS

BUSINESS LAW

Streamlining agreed offers

By Edward Greene and Daniel Braverman

The agreed bid by Blockbuster Entertainment Corporation for Cityvision plc, which went unconditional on January 22 1992, was a breakthrough in cross-border acquisitions involving US and UK companies.

For the first time, a US company was permitted by the US Securities and Exchange Commission (SEC) to offer its shares to the US shareholders of a UK target on the basis of a UK-style offer document, supplemented with the most important information required by SEC rules.

Complex legal and commercial issues arise when a US company wishes to offer its shares in exchange for those of a UK company.

On the UK side, two requirements impose significant constraints on the conduct of the offer. First, if the acquirer wishes to make use of the streamlined procedures of section 429 of the Companies Act 1985 in order to squeeze out any minority shareholders remaining after the offer is completed, the same consideration must be offered to all, not differentiating between US and UK shareholders.

Second, the formal offer document must be mailed not more than 28 days after the offer is announced, and, under both US and UK disclosure rules, the timing of the announcement itself depends on when an agreement to proceed with the offer is reached.

On the US side, the most important constraint is imposed by the requirement that a registration statement be filed and declared effective by the SEC before the formal offer document is mailed.

SEC rules require that, if the acquisition is material, (as defined by rules measuring financial impact) the bidder's registration statement must contain audited financial statements of the target company, including balance sheets for its two most recent financial years, income statements for the three most recent years and corresponding cash-flow statements (which differ from UK-style source and application of funds statements).

In addition, certain audited financial information - the main balance sheet and income

statement items - must be provided for the target's five most recent financial years.

While the financial statements and information may be presented on the basis of UK Generally Accepted Accounting Principles (GAAP), audited numerical reconciliations to US GAAP of the principal balance sheet and income statement items must be provided for each of the five years for which information is given. Moreover, *pro forma* financial information showing the accounting effect of the combination must be provided for the most recent 12 months.

The target's management must provide a detailed discussion and analysis (MD&A) of the target's financial results and condition for at least the three years covered by the audited financial statements.

In the Blockbuster/Cityvision offer it was essential that Blockbuster should be able to use the streamlined squeeze-out procedures provided by the Companies Act. Blockbuster was advised that this would be permitted, in an offer that included both a cash and a share alternative, only if both were made available to Cityvision's UK and US shareholders, the latter representing about 8 per cent of the total when the offer was announced on November 22 1991.

Since a share alternative was desirable as a business matter, the US registration requirements had to be confronted. A private placement of Blockbuster shares to Cityvision's US shareholders could have been made pursuant to an exemption from the registration requirements, but the procedures and restrictions that such a placement would entail were not practicable given the size and quality of Cityvision's US shareholder base.

The offer and sale might also have been made entirely outside the US, pursuant to the exemption from the registration requirements provided by Regulation S. However, since Blockbuster shares were listed only on the New York Stock Exchange, the risk of immediate "flow-back" of the shares into the US was too great for Blockbuster prudently to rely on that exemption.

Indeed, this concern would

have required a "flow-back" registration statement to be filed and declared effective by the time the offer went unconditional even if Cityvision had no US shareholders or if its US shareholders had been offered shares in an exempt private placement, or cashed out.

As a result, either the offer had to be registered with the SEC or the share alternative for both US and UK shareholders had to be abandoned. And since an agreement had been reached to proceed with the offer, and the offer had been announced, before detailed discussions could be held with the staff of the SEC, there were only 28 days in which to resolve all the issues raised by the requirement to register.

Cityvision's financial statements and other information required by the SEC's rules could not be prepared in time either to register the initial offering in the US or, if Regulation S were to be relied on, to register the flow-back in the US of Blockbuster shares initially offered and sold abroad.

In preliminary discussions, the SEC staff had said no relaxation of the disclosure requirements would be contemplated in the context of an offer in which US shareholders were not treated equally, but were cashed out. It was then proposed to the staff that the offer be made to Cityvision's US shareholders on the same basis as to its UK shareholders, provided that disclosure requirements that could not be met before the formal offer document had to be mailed under UK rules would be waived.

In making this proposal, it was emphasised to the SEC staff that the effect of not granting the required waivers would be to eliminate the share alternative, which was neither in the interest of Cityvision's US shareholders nor a fair result for its UK shareholders given their predominance.

The SEC staff agreed to permit the offer to proceed in the US even though the registration statement did not meet some formal requirements:

- the reconciliations to US GAAP of Cityvision's financial statements and information were not audited, nor did they cover the full five-year period;
- UK-style source and applica-

tion of funds statements were provided instead of cash-flow statements;

- Cityvision's financial information for the year ended November 30 1991 consisted of estimated results rather than audited financial statements;
- the MD&A for Cityvision covered only the year ended November 30 1991 instead of the full three-year period; and
- Blockbuster presented *pro forma* financial information based on Cityvision's estimated results.

In addition, the financial advisers to Blockbuster and Cityvision, Merrill Lynch and Schroders, respectively, were not required to consent to the references to them in the registration statement and thus did not face a stricter standard of liability under US law than that which already applied to them under English law.

Finally, the SEC staff agreed that the registration statement could consist substantially of the UK offer document, the information required by US rules being contained in additional appendices.

The flexibility shown by the SEC to the Blockbuster/Cityvision offer is evidence of the strength of its commitment to integrate the US capital markets more fully with those of the rest of the world and to ensure its rules do not unnecessarily deprive US investors of the benefits of owning shares in foreign companies.

The adoption of Rule 144A and Regulation S in the Spring of 1990 were significant steps in this direction, and in the summer of 1991 the SEC proposed rules that would permit US holders of shares in foreign companies to participate in rights offerings and exchange offers in certain circumstances on the basis of foreign offer documents without regard to US requirements (but subject nevertheless to US standards of liability).

Although these proposed rules have yet to be adopted, the policies underlying them, and their thoughtful implementation by the SEC staff, made the Blockbuster/Cityvision exchange offer possible.

The authors are lawyers in the London office of the US-based law firm Cleary, Gottlieb, Steen & Hamilton.

PEOPLE

Barclays' Italian job changes hands

There is change at the top in Barclays Bank's Italian operations - in a country that in the past has proved fraught with difficulties for the UK clearer.

Richard Adams, general manager in Italy for the past six years, has been battling with the legacy of years of over-expansion combined with losses and fraud in leasing. Adams, one of whose tasks on arrival was to beat a retreat from retail banking in general, returns to London "after a very satisfying time making the operation more focused - and profitable". He becomes head of financial institutions within the corporate banking division.

Italy returned a small profit in 1991, compared with losses estimated in the region of £30m a year when Adams took over. His replacement is Hugh Malim, who was actually in



Italy during the 1980s troubles, but was responsible for other areas, the bank says - setting up factoring and consumer finance as well as opening the Rome office. Malim, an ex-

Whiskies galore

James Espey, former chairman of the North American operations of United Distillers, the Guinness spirits company, is joining Seagram, the Canadian drinks group, to head its newly-formed whisky division. He will be based in London.

As president of the Chivas and Glenlivet divisions, Espey will be responsible for the production, strategic direction, and global marketing of Seagram's Scotch whisky brands, and the international development of its Canadian and US whiskies.

Hubert Millet, the Paris-based president of Seagram Global Brands, will be responsible for the production and international management of the group's cognac, champagne, port, and sherry brands and its wine business.

Espey, who joined United Distillers in 1986, was closely involved with the recent acquisition of Glenmore Distilleries and consolidation of UD's operations in the US.

Previously he had worked for International Distillers & Vintners, GrandMet's spirits division, where he established a central marketing division. He was responsible for the launch of Malibu and Flat D'Oz and directed marketing thrusts that led to the development of Bailey's Irish Cream. He was appointed chief executive of IDV's UK company in 1983 and became chairman in 1988.

Anthony Fuller, chairman of Fuller Smith & Turner, the London-based brewer, has announced a series of board changes.

David Williams, 54, who has been responsible for managed pubs, hotels and restaurants, becomes deputy chairman, responsible for acquisitions, specialist outlets and hotels. Michael Turner, 40, former wine and marketing director, is appointed managing director.

Richard Fuller, 32, and Mark Dally, 39, join the board and will be responsible respectively for free trade and public relations, and for the company's wine business.

Tim Turner takes over as managing director of Griffin Inns, the managed houses division, and Charles Williams becomes tied trade director.

Departures

■ Sir Richard Lloyd has retired from TSB.

■ Andrew Sample will retire from ANGLIAN WATER in July.

■ Jasper Olivier is resigning from HAMBROS SUBORDINATED AND MONEY MARKET FUND.

■ John Tinker has retired from YORKLYDE.

■ Stanley Cressley has retired from CRODA INTERNATIONAL.

■ John Todd has retired on health grounds from J O WALKER.

■ Michael Parker has resigned from COURTAULDS TEXTILES.

■ Peter Chester has retired as executive director of technology and environment at NATIONAL POWER, but remains as chairman of NATIONAL WIND POWER.

■ Michael Fryer has resigned from PWS HOLDINGS.

■ Sir Arnold Burgen has retired from AMERSHAM INTERNATIONAL.

■ David Rampe has retired from UNITED FRIENDLY GROUP because of ill health.

■ Derek Baer has retired from FOREIGN & COLONIAL INVESTMENT TRUST.

■ John Delaney and Eric Hollis have resigned from SECURICOR.

■ Graham McVey has resigned from REED INTERNATIONAL.

Non-executive directors

■ Alan Plumpton, former chairman of London Electricity, at BEAUFORT MANAGEMENT CONSULTANTS.

■ John Wightman at CRAIG & ROSE.

■ David Perry, chief executive officer of J Waddington, at DEWHIRST.

■ Alistair Brown at ERF (HOLDINGS) on the retirement of Francis Russell.

■ Sir Charles Fraser as chairman of NSM on the resignation of Donald Carr.

■ Roger Woolley at AVON RUBBER.

■ Michael Rendle at CAMPBELL & ARMSTRONG.

■ Jonathan Taylor, chief executive of Booker, at MEPC.

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IN THIS SATURDAY'S

Weekend FT

ARTS



Robin Williams as Peter Banning alias Peter Pan in Steven Spielberg's 'Hook': a mawkish paean to infantile regression

Cinema/Nigel Andrews

Yuppie-Yuppie Land

Please pass the plate around. Today's collection is for the "Save The Yuppies" fund. Yes, brethren, I know you are probably thinking: Why save the yuppie? After all, they were a menace to enlightened society in the 1980s, with their portable telephones and dreams of eternal upward mobility. But brethren — and sistren — we are talking of saving the yuppie from himself.

And so we come to Steven Spielberg's *Hook*. Peter Banning (Robin Williams) is a stressed executive who flies to London with his family to stay with his grandmother-in-law, the "real" 92-year-old Wendy Darling (Maggie Smith). When not shouting \$5m deals down his cordless instrument, he listens to the old dear recall how she and her siblings inspired Mr J.M. Barrie next door. Ah, their tales of Peter Pan, the boy who never grew up! Ah, the antics of their fantasy villain Captain Hook!

But hold on, here comes Hook himself (Dustin Hoffman) and his henchpersons, borne into town on a supernatural hurricane. Good heavens, he is snatching away Banning's brains and transporting them to Never-Never Land. Can Banning head the squawking of Grandma Wendy and take that leap of faith that will turn him into a flying child like PP himself? Can he rescue the tots?

He can. But it takes two-and-a-half hours and the price for filmgoers is a mawkish paean to infantile regression from a director who after a promising early career — *Jaws*, *Close Encounters Of The Third Kind*, *ET* — has now been nudged by Central Typecasting and persuaded to become the Peter Pan of Greater Hollywood.

What disarms us about *Hook* is not so much the hook itself: the plot premise about an overgrown yuppie "finding him-

self" by becoming a child again. It is the way we are attacked with that and other hooks long after they have theoretically hooked us. Every scene mauls us with its overstatement. Spielberg's London is a rapid Disneyland, pinching our imaginations with its sickly painted Big Bens and winsome snow-flurries. Spielberg's Never-Never Land is a riot of overdone twyness with its wacky galleons, kitschy jungles and half-dozen moons. And the Lost Boys are a group of multi-ethnic street urchins whose racial representativeness is loudhalls-Political-Correctness at its best.

Only Julia Roberts as a slinky, husky Tinkerbell reminds us there is a naughty grown-up world out there somewhere. In all other respects, I loathed this film. It represents the worst that Hollywood can now do to us: the in-your-face lectures about the sanctity of childhood, the à la mode political astuteness, the drippy waste of Robin Williams, who used to make a healthy living from standing at a microphone and deeding the pious values here enshrined; and the turning of Dustin Hoffman (with Mr Hoffman's help) into a witless English-accented fop — Terry Thomas out of Lionel Jeffries — as unmenacing as he is unfunny.

Some things at least in the film are too ludicrous to loathe. The press-show, audience freely guffawed at two early shots in which a baseball game spectator wields a Sony video-camera, the maker's name emblazoned on the strap. Sony, in case you forgot, now owns Tri-Star Pictures which

made *Hook*. This technique is called product placement. If Sony requires any advice on where to place their products — for example, this film — I shall be only too happy to help.

Save The Yuppie Part 2: The Doctor. This is the tale of Dr William Hurt, a successful but callous surgeon who sings and cracks jokes as he fishes about in your aorta. As Dr Hurt might quip, he aorta know better. And by the end of this spir-

We have never seen so much fuss about a life-or-death operation. We know where we are being led: along the hospital corridor floor following the coloured stripe with matching wall-signs that read "Radiation, barium enemas and de-yuppiefication." Problem is: Hurt is good at the yuppie part, the high-flying scalpel-wielder more concerned with the insides of his wallet than those of his patient. But he is hopeless at the humane transformation presumed to follow on the dose he receives of his own medicine.

Yuppie redemption, we note with relief, is nowhere in sight in *At Play In The Fields Of The Lord*. The acquisitive instincts here are the age-old ones of land and soul-grabbing. Deep in the Amazon jungle, a Brazilian commandante, hungry for rainforests, wants to bomb the local Indians from the hills. But two rival white missionaries (John Lithgow, Aidan Quinn) want to keep them in place as strapping targets for Christianity.

Meanwhile their wives, Daryl Hannah (beautiful and liberated) and Kathy Bates (repressed frump) add tension to the imperfect Eden. And a local air pilot with Cherokee blood (Tom Berenger) drops from the sky to befriend the Indians against both church and state.

Peter Mathiesen wrote the novel, though as directed and co-scripted by Hector Babenco (*Picnic*, *Kiss Of The Spider Woman*) it plays more like James A. Michener with a twist of Maugham. The scenery has you gasping. Rivers sinu-

ous and gleaming as anacardas twine through dense jungle; star-high mountains breathe themselves in mist or spill measureless waterfalls. Whenever it peers down from the Indians' viewpoint — directed with real verve and conviction — it looks its six-month schedule preceded by three months of training and rehearsal for the non-whites.

If only the white actors had been allotted the same. Their characters are from cardboard City and they know it. Assembled from old packing material, they creep their way through the God-fearing tirades, the blackwater fever bereavements (Aidan and Kathy lose little Billy), the sudden mad scenes (Miss Bates), the let's-go-native binges (Berenger) and of course the back-to-nature nude river bathing (Hannah). "I realised it was important to the story and not the least exploitative" says Miss Hannah of this scene. Yes, well...

The film lasts three hours and six minutes and is not, I admit, boring. But I kept wishing Werner Herzog had been parachuted into the director's chair to lend a little true madness, a little searing obliquity of vision. In Babenco's hands, the story's final disenchantment — the Indians lose faith in men and Gods, the whites in the virtues of the missionary position — are as thudding and predictable as quarterly bills landing on your doormat.

Finally, a small but perfectly formed treat: Kenchi Iwamoto's *Kikuchi*. A surreal chamber drama from Japan, is shot in a bluish glow, it tells of a lonely, maladjusted youth (Jiro Yoshimura) who works in a basement laundry by day and lives a Peeping Tom existence by night. As deadpan as a Keaton comedy, as richly weird as an early David Lynch film.

Bournonville Festival II

Royal Danish Ballet has just ended a week's festival dedicated to its founding father, August Bournonville. The occasion was of the happiest. The Royal Danes had guarded a Bournonville heritage for nearly a century before, in 1951, they invited a handful of English critics to visit Copenhagen to sample some precious survivals of the poetic and vividly dramatic ballets that Bournonville had created between 1850 and 1877.

Two years later, emboldened by critical delight, the company played a season at Covent Garden, and the London public yielded eagerly to the Danes' joyous dancing, their mellifluous and wholehearted acting, and Bournonville's choreographic masterpieces which shaped and enshrined these virtues.

Thus launched upon the international scene, the Danish ballet — and Bournonville — conquered the world. The company and its old repertoire were everywhere in demand, everywhere admired. Yet the troupe faced an evident need to reconcile its historic identity with a desire to catch up with a more international style of classic dancing, after its years of Bournonvillian quietude.

The task was complicated by the world's insistence that the Royal Danish Ballet meant Bournonville (which indeed it did) somewhat to the exclusion of any later creativity. That Bournonville prepared the Danes for most dance challenges seems to have escaped the generality of the public, and the fact remains that the Danes — admirable in many balletic styles — must needs still concentrate upon Bournonville to win a world public. And rightly so, when they present the extant repertoire of six long works and some shorter pieces with the enthusiasm and undimmed freshness that they have just shown.

In 1979 the Royal Danes staged a first Bournonville Festival in which all the old repertoire was displayed, and its identity scrutinised in the light of its performance tradition and its continuing validity in the theatre. The Festival was a huge success. The second Bournonville Festival has been no less rewarding. Significantly, it brought a new stag-

ing of *Napoli* to mark the 150th anniversary of the ballet's first performance on March 29, which told much about the Danes' continuing concern with Bournonville's emotional and theatrical values, and the truest way of showing his work for future generations.

One of the great strengths of the Royal Danish Ballet is its use of dancers of all ages in the theatre. The children of the school are vitally part of the crowd in *Napoli*'s first act, and they watch the final scene from the bridge that traditionally spans the stage. In a few years some will be on stage in the solos that explode with fizzing vitality in the closing celebrations. As muscles tire, the great soloists renew their skills in the mime roles that give such richness and depth to the dramatic fabric of the piece. An artist like Kjeld Noack, marking 60 years on the stage this year, has made this progress, and still delights us with masterly mime playing. Sorella Englund, celebrating her silver jubilee on stage in *La Sylphide*, was an obsessed and terrifying Madge, who had later been a delicately touching sylph.

The new *Napoli* — well designed by Søren Frandsen — has received imaginative refurbishment. *Napoli*'s flaw has long been its second act, known as "the Bronnuns act" because devotees took themselves to the nearby Bronnuns restaurant rather than sit yet again through the dim activities of sea-sprites that are its chief matter. The act has been carefully re-thought (all the Bournonville steps have been lost for years) and is less of a bore than heretofore, though I thought the costuming for the tritons somewhat inapt with bare chests, Newgate frill beards, and what looked like varicose veins, as indications of their watery nature.

Everything else about the staging was radiant, from the bustle of quay-side life to the *feu de joie* of the finale's dances. In its central roles I saw superb performances from Lis Jeppeson and Nikolaj Hubbe. Miss Jeppeson is the ideal Bournonville heroine: by turns grave or child-like in her innocence, then sparkling in dance, or as the wicked Birthe

in *A Folk Tale*, a demon of malign energy, she has an exquisite sensibility about the dramatic and technical nuance of her roles. Her dancing is ever-fresh. Mr Hubbe, the hero of this festival, is ardent in drama as in dance. His Genaro in *Napoli* is all passion, raging with grief when he thinks his love is drowned, then cutting away through his dances. His James in *La Sylphide* was romantic fever personified; his Dancing Master in *Le Conservatoire* a grand statement about Bournonvillian bravura and elegance.

Two other men offered typically Danish dance power and clarity. Johan Kobborg, a young soloist, exemplified those Copenhagen virtues of brilliancy in step and buoyancy in jumps. His account of the *Flower Festival* duet on the opening night of the Festival was the best possible introduction to joys to come. Lloyd Riggs, American-born, joined the company five years ago at the age of 17. His debut as Genaro at *Napoli*'s 150th anniversary performance was youthfully ebullient, and he was paired with the no less delightful Heidi Rym as Teresina. In the vaudeville mime of *Far from Denmark* he was a sincere Vilhelm, and in the "reconstructed" (that is, revived from notations and written sources) staging of *Abdallah*, his verve and dashing technique helped one believe in this curiously hollow example of Bournonville pietism.

The Bournonville repertory and the Royal Danish Ballet, as they were shown to crowded and ecstatic houses during the festival — and what other company could attract devotees from around the world, as well as more than a 100 critics, for such a jamboree? — are in fine fettle. Bournonville's past and present mingle like the generations of performers on the stage. Tradition may yield to new imperatives, but the merits of the ballets and their interpreters remain clear. We love Bournonville for his humanity, for the moral and physical rectitude proposed by his choreography. And we love the Royal Danes because they so joyously honour him in their dancing.

Clement Crisp



Albert Finney (left, with Stephen Moore) returned to the London stage last night in Ronald Harwood's 'Reflected Glory', which opened at the Vaudeville

The Beggar's Opera

Is this latest RSC *The Beggar's Opera* the same play which prompted Sir John Hawkins to comment in 1776: "Rape and violence have been gradually increasing since its first representation"? Director John Caird's anodyne middle-of-the-road version would scarcely seem to be so. This pleasant, pasteurised production at the Swan, Stratford, capitalises on the longeurs of John Gay's 1728 original, but fails to catch the frenzy of Gay's urban-pastoral wit. This results in undemanding, easy theatre which belies the demands levied on a cast enjoined to sing and act.

Caird has homogenised the action in an RSC period blend of costume, set and manner. If Kendra Ulyatt's fine tumblowdown dance pleases the eye, the play's issues hardly touch the mind; after all, the *Opera* was important enough to be condemned by Burke and

copied by Brecht. Gay deserves more stringency, for this is funny social satire which pillories the usual eighteenth-century targets (lawyers, medics, bankers) by siding with the underworld of pimps and pick-pockets. The message is that "of all animals of prey, man is the only sociable one".

The plot follows Captain Macheath, a polygamist highwayman loved by Polly and Lucy, the daughters of his fence and his gaoler. The play opens in a bedlam of competing sights and voices, and slowly untangles itself. The action takes place as a performance in St Giles, London, topped and tailed with an induction and moral; this gives actors licence to play actors, and the customary RSC clap-along finale knitting

up the play is especially protracted.

The *Opera* has as much opera as drama. Ilona Sekacz's muzak score amounts to folksong soundbites ("Over the Hills", "Lillibulero") with more bass and wire brushes than suits the music. Even easy listening can be entertaining, but these snippets are never consistently melodic enough to build a musical structure, so one does not identify characters by how or what they sing. The best musical scene has Macheath's two wives, Polly and Lucy, simultaneously and separately pining for him below stage — that makes melodic sense. The singing needs to be everywhere more confident and relaxed; individuals sound painfully exposed against the amplified background.

The sprawling action finds its high points: a wonderful coach chase and highway robbery, a tawdry of trollops from Cheapside called to solace Macheath, and some grubby Newgate scenes from a tightly-run, privatised gaol. Paul Jesson as Peachum the fence and Anthony O'Donnell as Lockit the gaoler stay on terms with Gay's text, trading the great line "I can forgive, as well as resent". David Burt, rightly plays a hopeful Macheath, orbited by Elizabeth Renihan (Polly) and Jenna Russell (Lucy). Nick Holder as a rough "Bummie" brigand enlivens every scene he acts.

In the end, the entire cast is either hanged or transported, until the author's companion (played by the dignified Griffith Jones) intervenes for a happy conclusion.

Andrew St George

INTERNATIONAL ARTS GUIDE

BARCELONA

Palau de la Musica 20.00 Members of the Barcelona City Orchestra play string trios by Haydn, Dohnanyi and Montsalvage. Tomorrow, Sat and Sun morning: Garcia Navarro conducts works by Tchaikovsky, Glazunov, Turina and Ravel (268 1000). Tomorrow and Sat in Gran Teatre del Liceu: Donizetti's *Maria Stuarda* (412 1488). *Staatsoper* under den Linden 19.00 *Le nozze di Figaro*. Tomorrow: Il barbiere di Siviglia. Sat: Tannhäuser with Reiner Goldberg. Sun: *La traviata* (East Berlin 2004 762).

CHICAGO

Civic Theatre 19.30 World premiere of Bright Sheng's new opera *The Song of Majnun*, libretto by Andrew Porter. Richard Buckley conducts a Lyric Opera production staged by Colin Graham and designed by Marie Anne Chiment. The opera is based on an ancient Persian legend of star-crossed lovers.

The performance is repeated on Sat (332 2244)

CLEVELAND

Severance Hall 20.00 Christoph von Dohnanyi conducts the Cleveland Orchestra in works by Liszt/Holiger, Martinu and Beethoven, repeated tomorrow and Sat (231 1111)

GENEVA

Salle Frank Martin 20.30 Diego Masson conducts the Collegium Academicum in works by Mozart and Elliott Carter (College Calvin, 3 rue de la Vallée, 204390). Tomorrow in Théâtre de Carouge: first night of new production of *Love Letters*, play by A R Gurney (434343)

GOTHENBURG

Konserthus 19.30 Michel Tabachnik conducts the Gothenburg Symphony Orchestra and Chorus in Durufle's Requiem and Schumann's Third Symphony. Repeated tomorrow at 18.00 (167000)

LONDON

THEATRE ● Berlin. Bertie: Howard Brenton's new play is an intimate and at times savagely funny study of two sisters, each confronting a personal crisis. Diana Rigg heads a cast directed by Danny Boyle. Starts previewing tonight. Press night next Tues (Royal Court 071-730 1745).

● The Alchemist: Ben Jonson's satire on greed in the big city. Sam Mendes's Royal Shakespeare Company production transfers to London after a sell-out season at Stratford. Starts previewing tonight. Press night next Wed (Theatre 071-698 9891). ● Sikulu: a celebration of African song and dance from the creators of *Ipi Tombi* (Queen's 071-494 5040). ● For ticket information about all West End shows, phone Theatreline from anywhere in the UK: Plays 0836 430959 Musicals 0836 430960 Comedies 0836 430961 Thrillers 0836 430962 MUSIC AND DANCE ● Covent Garden 19.30 Kirov gala: Valery Gergiev conducts staged extracts from Evgeny Onegin. Swan Lake, Queen of Spades, Boris Godunov, Prince Igor and others, with chorus, soloists and corps de ballet of St Petersburg's Kirov Opera. Tomorrow: Guillaume Tell. Sat: Les Contes d'Hoffmann (071-240 1066). Royal Festival Hall 19.30 Zubin Mehta conducts the LPO in works by Stravinsky, Mozart and Rimsky-Korsakov. Tomorrow and Sat: Barenboim conducts the Chicago Symphony. Sun: Sinopoli conducts the Philharmonia. Tomorrow and Sun in Queen Elizabeth Hall: Mark Elder conducts a concert performance of Rossini's *Ermione* (071-928 8800)

MILAN

Teatro alla Scala 20.00 Lorin Maazel directs a Victor de Sabata

memorial concert, marking the centenary of the Italian conductor's birth. The programme consists of Ravel's *L'Enfant et les Sortilèges*, Strauss' *Till Eulenspiegel* and de Sabata's *La notte di Platone*. Tomorrow, Sat, Sun: *La traviata*. Mon: Semyon Bychkov conducts Bartok and Shostakovich (7200 3744)

NEW YORK

Avery Fisher Hall 20.00 Klaus Tennstedt conducts the New York Philharmonic Orchestra in Bruckner's Eighth Symphony, repeated tomorrow, Sat and next Tues. Sun: piano recital by Richard Goode (875 5030). Next Tues, Wed, Thurs in Carnegie Hall: Simon Rattle and the CBSO (247 7800). Metropolitan Opera 18.30 James Levine conducts Parsifal, with Gary Lakes, Ekkehard Wlaschka and Deborah Polaski, also Mon. Tomorrow and Tues: Elektra with Behrens. Sat: Billy Budd. Season ends on April 18 (362 6000)

PARIS

Opéra-Bastille 19.30 Myung-Whun Chung conducts Nicholas Joel's production of *Un ballo in maschera*, with Luciano Pavarotti, Aprile Mollo and Alexandru Agache. Tomorrow and Sat: Noh theatre production by Yukio Mishima (4001 1818). Théâtre des Champs-Élysées 20.30 Ivan Fischer conducts the Orchestre National de France in works by Berlioz, Schumann, Schubert and Bartok, with

Francois-René Duchable piano soloist (4720 3637). Auditorium, Forum des Halles 19.00 Endellion Quartet plays works by Haydn and Beethoven. Tomorrow and Sun: Monteverdi and Dallapiccola double bill. Sat: Esa-Pekka Salonen conducts Strauss and Mahler (4028 2840). Salle Pleyel 20.30 Claus Peter Flor conducts Brahms' German Requiem, also Sat afternoon. Tomorrow: Stefan Soltesz conducts a concert performance of Der Freischütz. Sat evening: Valerie Masterson sings Ravel's *Shéhérazade* with the Orchestre National de l'île de France (4563 0796)

ROME

Teatro Olimpico 21.00 Peter Neumann conducts Bach's *St Matthew Passion* (323 4890). Teatro dell'Opera 18.00 Georges Prêtre conducts Verdi's Requiem. Repeated on Sat (488 3641)

SALZBURG

EASTERN FESTIVAL The festival opens on Saturday at 18.00 with a new production of *Die Frau ohne Schatten*, conducted by Georg Solti and staged by Götz Friedrich (repeated on Easter Monday). Claudio Abbado conducts works by Schumann and Mendelssohn on Sunday and next Friday, and a Schubert and Beethoven programme next Tuesday and Easter Sunday. Solti conducts concerts on Monday and Easter Saturday. The resident orchestra is the Berlin Philharmonic, and

all events take place in the Grosses Festspielhaus (0662-8045 361)

VIENNA

Konzerthaus 19.30 Mariss Jansons conducts the Vienna Philharmonic Orchestra in Bartok's Music for Percussion, strings and celesta and Tchaikovsky's Sixth Symphony, repeated on Sat afternoon. Sat evening and Sun morning: Adam Fischer conducts the Vienna Chamber Orchestra (712 1211). Musikverein 19.30 Gary Bertini conducts the Vienna Symphony Orchestra and Singverein in Brahms' German Requiem, with Renée Fleming and Hakan Hagegard, repeated tomorrow and Sat. Sun: Trevor Pinnock conducts Messiah (505 8190). Staatsoper 19.00 Aida with Sharon Sweet and Giuseppe Giacomini. Tomorrow: Wozzeck. Sat: Entführung (51444 2960)

ZURICH

Opernhaus 19.30 Nikolaus Harnoncourt conducts Jürgen Flimm's production of Fidelio, with Gabriela Benackova and Josef Protschka, repeated on Sun and Tues. Tomorrow: John Cranko's production of Romeo and Juliet. Sat: Entführung (282 0909). Tonhalle 19.30 Erich Leinsdorf conducts the Tonhalle Orchestra in works by Liszt, Stravinsky and Offenbach, also tomorrow (201 1580). Sat: Andreas Schiff and Peter Serkin play Bach with the Camerata Bern (261 1600)

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(all times CET)

MONDAY TO FRIDAY

CNN 2000-2300, 2300-2330 World Business Today — a joint FT/CNN production with Grant Perry and Colin Chapman

Super Channel 0830-0900 (Mon) FT East Europe Report — weekly indepth analysis from FTV 2130-2200 (Tues) Media Europe — what's new in European media business 2130-2200 (Wed) FT Business Weekly — global business report with James Bellini 0830-0900 (Thurs) Media Europe 2130-2200 (Thurs) FT Eastern Europe Report 0830-0900 (Fri) FT Business Weekly

Sky News 0130-0200 (Mon), 2130-2200 (Thurs), 0630-0600 (Fri) FT Business Weekly

SATURDAY

CNN 0900-0930 World Business This Week — a joint FT/CNN production 1800-1930 World Business This Week

Super Channel 1830-2000 FT Eastern Europe Report

SUNDAY

CNN 1030-1100, 1200-1830 World Business This Week

Super Channel 1800-1930 FT Business Weekly

Sky News 1230-1400, 2030-2100 FT Business Weekly

FINANCIAL TIMES

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Thursday April 9 1992

The day of decision

THE BRITISH electorate, to judge by the opinion polls, is about to vote into power a minority government or – just possibly – one with a tiny overall majority. By the shortest of heads, Labour is in front in the final straight. That is not pleasing to business, which would prefer an outright winner to resolve political uncertainties, and would much prefer that winner to be Conservative.

The Financial Times's values are closer to those of a modern Conservative party than to any other – that is to say, a belief in the market economy, a limited role for the state, low taxation and maximum freedom of choice. But there are three serious reservations about the present government's being offered an unprecedented fourth term of office.

The first is performance. It is hard to overstate the achievements of Conservative governments in the 1980s: trade union reform, privatisation, disciplined public finances and an open economy are just the most obvious. Since the last election in 1987, however, serious economic mistakes have been made, as those responsible have recently admitted, and there have been fatal signs of hubris – most notably in the poll tax disaster.

In his 16 months as prime minister, Mr Major deserves credit for scrapping the poll tax, for his Maastricht deal and for holding firm to a difficult economic course, but some of his new ideas have either been superficial, like the Citizen's Charter, or fumbled, like the reform of British Rail.

Real weakness

The second is promise. The shortcomings of the Tory campaign have not been the result only of poor presentation. Rather they reflect a real weakness at the heart of Tory policymaking. The party has not yet come to terms with the departure of Mrs Thatcher, and is suffering an identity crisis as a result. Does it stand for Thatcherism with a soft voice – if such a thing is plausible – or has it become something completely different, such as a European-style Christian Democratic party?

It has almost nothing to say about the need to reform the way the country is governed, even though it is now clear that change is both inevitable and desirable. The party's manifesto is a job lot of ideas with little sense of drive or direction.

The third reservation is that, as the electorate has correctly sensed, a healthy democracy requires change and choice in the character of its government; if only one party has power of patronage, stagnation is a real danger. It would require very compelling arguments to re-elect any party after 13 years in power: the Tories look as if they have run out of steam, and need to rethink their priorities away from the cares of office.

But although there are reservations about the Conservatives, there are also serious worries about the alternatives. To some audiences, the Labour party talks the language of the markets; to others, it urges a break with the

enhanced competitive spirit which lies at the heart of Britain's improved economic performance since Labour was last in office. In the very tough economic circumstances which face the next government of Britain, no one can be sure which of these voices will be decisive.

Labour's campaign has promised enhanced economic performance which nothing in its programme suggests it can deliver. In that case, the public spending ambitions of its manifesto will be unattainable and its most loyal supporters angrily disappointed.

Backward look

Most worrying of all, Labour is in many policy areas looking backwards to a better future. Its proposals on health, its instincts on education and its meretricious minimum wage are the most striking examples. The speed and scale of its tax distribution proposals are unjust and will damage Britain's competitiveness.

The message of the polls is that the public is fearful of either of these large parties' forming the next government. In spite of four weeks of intense campaigning, neither has put on a solid, single point in its opinion poll rating.

The only party which can make that claim is the Liberal Democrat, but its own identity is an uneasy blend of single-issue pressure group and would-be coalition partner. The spending figures in its manifesto do not add up, and its myriad policies combine the good, such as an independent central bank, with the gimmicky, such as a hypothecated tax for education. The party's slick image cannot conceal the incoherence of its recent history.

All this points to the likelihood of an indecisive judgment by the voters: a hung parliament, during which the prime minister will have to look over his shoulder at every step. No party is trusted to go it alone with a strong majority. It is possible to view this prospect with some equanimity, however, precisely because Britain's last strong and effective government – namely the first two administrations of Mrs Thatcher – achieved so much that is irreversible.

If Labour is behind the steering wheel, the right role of any back seat drivers will be to nurture Labour's market-oriented instincts and to give it courage against the desire to slip into reverse. If a stable seating plan for passengers can be agreed, so much the better, though no one should think it would be easily achieved. The best hope is that with strong coaxing, Labour in office can shed its reactionary alter ego and become the outward looking social democratic party which represents the only viable destination for the left in European politics.

If this election were solely a choice between party leaders, Mr Major would be preferable. But it is not. The dangers of perpetuating in power a weakened and uncertain Conservative party, set alongside the progress Labour has made in modernising itself, justify by a fine margin the risks of a change.

Ice cold in Tokyo

THE JAPANESE government is showing remarkable outward calm in the face of relentlessly declining stock market and property values. It sees no problem, except for the banks; markets go down as well as up. "The Japanese government does not seek any quick fixes now," said finance minister Tsutomu Hata on Wednesday. "Please ask the stock market about the market."

It is hard to be at all sure how far this inactivity represents cool heads or cold feet. The so-called bubble economy may appear to be well deflated, but long-term investors are still sitting on handsome profits, and a quick rebound could readily get out of hand. The London equity market, after all, doubled in six weeks from its post-bubble low in 1975, which may help to account for the failure of too many British financiers to learn any lasting lessons from that episode.

There is a domestic case, then, for continuing to allow the Japanese market to seek its own salvation. Unhappily it is also true that a party devastated by financial scandals is very ill-placed to do anything other than twiddle its thumbs. That is why more than the usual burden of responsibility falls on Mr Yasushi Mieno, the central bank governor.

The main impact of the market collapse has been on the banks, now facing capital shortage. The real economy will be further slowed, but not necessarily thrown into recession by their problems. As in the US, many of the banks' clients now have

higher credit ratings than the banks themselves, and are disintermediating into the commercial paper market.

It is the emergent Japanese yuppie class which will be most incommode; the moral reformers among those in authority, notably the severe Mr Mieno, may regard this as an advantage. The banks may still be able to cater for the small company sector as the bigger borrowers turn elsewhere.

However, there is a clear danger that a severe correction could turn into something worse: the low turnover during some of the heaviest recent falls shows only how few people are yet prepared to regard cheap shares as bargains. Above all, Tokyo is now far too large a figure in world markets to be run as a purely domestic concern.

For the time being, there is little sign of any harmful repercussions: it is likely that Japanese investors outside the banking system – notably the huge insurance companies – are every bit as anxious to increase their overseas weighting as the banks can be to realise some of their more liquid assets. The restructuring of the Japanese market, notably the unwinding of cross-holdings, is healthy, but only now beginning.

No cause for panic yet, then; but to insure against future alarms, the Tokyo authorities should perhaps make it clearer that they are serious about stimulating the real economy, and that in the last resort, they will stand behind the integrity of the banks – whatever may happen to their shareholders.

The London stock market is on the verge of its next Big Bang. Five and a half years after reforms were introduced to reshape share trading in the City, the Stock Exchange's board will today consider a further overhaul of its markets. At stake is not only whether the UK's domestic stock market can be made to work more efficiently for all its users, but whether London can consolidate its position as the leading centre for international share trading in Europe.

Mr Peter Rawlins, an iconoclastic 41-year-old accountant brought in as chief executive two and a half years ago to implement the next phase of reform, is clear about the need for sweeping changes. "Without them, the exchange will run the same risk as in the years before Big Bang," he warned an audience of pension fund investment managers recently. "It will be trapped by its own history."

The years since Big Bang have not been easy for the London securities industry. While the level of trading on the stock market soared after 1986, the crash of 1987 brought the City back to earth with a bump. Since then, the level of trading has fluctuated, making it difficult for brokers and market-makers to reap sustained profits. With this underlying problem – in part caused by continued overcapacity in the London market – the stock market which emerged after Big Bang has looked anything but settled.

The UK's domestic market, and the international share market in London – each of which trades roughly the same value of shares – face different challenges. The domestic market is beset by three distinct difficulties. First, market-makers, the traders who provide the backbone of the London market, have been unable to make a decent return (most aim for 20-25 per cent) on the £3.6bn of capital which collectively they commit to support share trading in the City.

The willingness of these firms to quote prices at which they will buy or sell shares – and to put up their own capital to back that commitment – is what distinguishes London from most other leading stock markets. The arrangement, modelled on Nasdaq, the US over-the-counter share market, offers investors the chance of dealing at any time and in large amounts. In stock market jargon, that makes London a highly liquid market.

Market-makers warn that if they cannot make a decent profit they will stop offering this service.

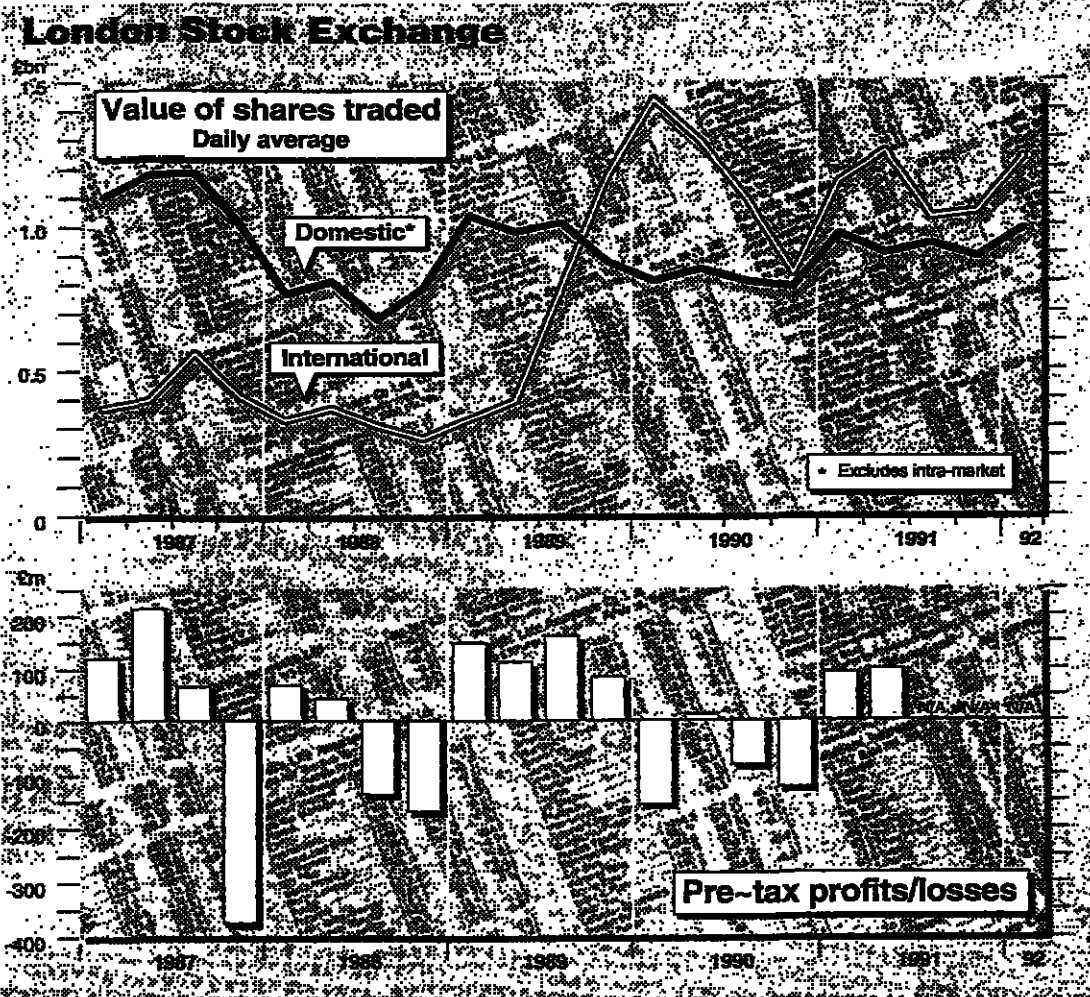
Large investors such as pension funds and insurance companies are almost universal in their support for the current system of market-making and want to see it strengthened. "If we don't go down this road, there is a danger of the business going off-market," says Mr Angus Matheson, chairman of the investment committee of the National Association of Pension Funds. "That would lead to fragmentation."

Extra support for market-makers is to come later this year in the form of a change to the disclosure rules in the UK market. Market-makers will no longer be required to publish details of all their deals within 90 minutes. This greater degree of secrecy should make it easier for them to make a profit, since their competitors will not know the prices at which they are dealing.

Institutional shareholders accept the change – even though it means they will have less information on which to judge whether they are

A tune-up for City trades

The London Stock Exchange is gearing up for another Big Bang, says Richard Waters



getting the best price for shares. One said: "I can't think of any other business in which wholesalers have to say what they have bought and how much they paid for it."

The second problem for the domestic stock market has been that share trading in London is concentrated on only about 250 companies. For the rest, which trade infrequently, the market-making system does not work. Spreads (the difference between prices at which shares are bought or sold) have widened steadily, and now stand at about 10 per cent for many listed companies. This discourages buying, and has caused the market in some companies' shares to stagnate.

Third, private investors have become the poor relations in a stock market which was designed mainly for institutional investors. They have to pay a spread to market-makers – even though they rely less on the service they provide – thus adding unnecessarily to the cost of their dealing.

Together, these pressures have contributed to the exchange's greatest worry: the fear that trading will begin to seep away, moving on to other trading systems off-exchange. It would be unable to legislate against such a move and has no monopoly on stock market trading.

Also, the prices quoted by market-makers – the single most important facet of the market – are publicly available, and so could easily be used as a basis for transacting business off-exchange.

For the moment, fragmentation remains just a fear. "We've talked about doing business off-market, but haven't felt the need yet," the head of one of the largest market-making firms said. But, like others, he feels increasingly exasperated. "The Stock Exchange keeps saying it no longer represents us, the big firms – that it's no longer a club. One day they will go too far."

Investors continue to back the exchange, though in some cases reluctantly. An attempt to develop a system on which institutions could do business directly with each other, bypassing the market, flopped in the early 1980s. Similar systems are currently being promoted. Instinet, an electronic marketplace run by Reuters, the UK information group, boasts about 10 per cent of the turnover in US shares, and has begun a push into the European market.

Some institutions claim that the exchange fails to consider their interests. "The Stock Exchange still

thinks it always knows best," said Mr Barry Southcote, managing director of marketable securities at CIN, the manager of the coal industry pension fund.

While the UK's domestic stock market has struggled, international share trading has been one of London's successes in recent years. A telephone market for international shares had already existed in London, but operated without any of the services that an official stock exchange provides. In the mid-1980s the exchange launched Seq International, a price display system on which dealers could quote prices at which they would buy or sell foreign stocks. The market supported by this system has forged ahead: 85 per cent of European stocks bought or sold outside their home markets now change hands in London.

This surging international share market could now be under threat. As other European centres push through reforms to their own stock markets and cut taxes on securities trading (an important reason for the migration of share trading to London), London's dominant position is no longer assured. The proportion of trading in German shares in London, for instance, declined last year – although London's overall market share rose.

Mr Rüdiger von Rosen, executive vice-president of the German Federation of Stock Exchanges, spelled out the determination to win trading in German shares back from London. "Our first priority is to offer a market for D-Mark products which in terms of cost and efficiency is the best available," he said.

The exchange's response to both the domestic and the international challenge has so far failed to set the City alight. After two and a half years, Mr Rawlins has succeeded in slashing the exchange's cost base (staff numbers have fallen from about 3,000 to fewer than 2,000). But exchange users are still waiting for the long-term reforms which would put London's domestic and international stock markets on a firmer footing.

"There is a dissatisfaction with the level of urgency with which the exchange has gone about things," said Mr Charles Nunnally, chairman of the Institutional Fund Managers Association, a trade association of big investors.

After today's board meeting, the pace of change may accelerate. Though much of the detail of the proposals being put to the board has been kept under wraps, the exchange's strategy is clear: to create distinct market systems serving both its main institutional investors and its private investors.

That was it, he hopes, it would please all its users all the time, and guarantee that the maximum amount of business continues to pass through the official Stock Exchange. The wholesale market would operate on minimum levels of regulation and disclosure, and would bring together the markets for UK and international shares on a single system, aimed at big internationally minded investors.

Finding a way of linking the retail and wholesale share markets has caused much of the delay. Under the exchange's plans, small orders to buy and sell shares would be fed into a central computer, where trades would be carried out automatically. All investors would thus be assured that they were getting the best price.

For instance, private investors would be able to specify prices at which they wanted to buy or sell shares (known as "limit orders"). Then, if a large wholesale order was carried out at a better price, the limit orders would be completed automatically – much as happens at the New York Stock Exchange.

Carrying through this strategy is the hard part. It will involve substantial spending, as the exchange finally scraps its many, varied systems and creates a single technological base on which to run its markets. Securities houses fear this will add substantially to their costs – on top of the spending already related to the development of London's planned paperless settlement system, Taurus. The exchange claims that any additional spending will be more than covered by cost savings.

Convincing the exchange's users to make the necessary investment will be Mr Rawlins's hardest task. After the constant delays that have beset the Taurus project, confidence in the City in the exchange's ability to push through technological developments is not high. Without investment, though, London's leading position among European stock markets could come under threat. Revamping the Stock Exchange is likely to be a necessary cost of staying ahead.

Joe Rogaly

Issues the campaign forgot



The temptation to vote green today is almost overwhelming. For example, no big party has chosen to educate the public about the demographic projections for the next 10 to 20 years. Yet during that time, Britain, in common with continental western Europe and North America, will have to find the funds to keep an increasingly elderly population alive, housed and fed.

Labour has bid for the grey vote with a shameless dispersal of higher pensions to every retired person regardless of how wealthy she or he may be. The Conservatives are seducing present-day earners into private pensions. The Lib Dems have plans that I would take the trouble to look up if I thought they had any chance of forming a government. But there has been no proper exposition of the underlying actuarial forecasts.

No big party has educated the public about the 10-20 year demographic projections

Growth itself is another more immediately pressing concern that has not received the attention it deserves. For neither the nature nor the pace of economic development can be taken for granted. This is true of both the medium-term and the immediate future. Whoever walks into the Treasury to take the chancellorship tomorrow may find apologetic officials wringing their hands and confessing that, sorry, the forecasts presented in Mr Norman Lamont's budget last month are not exactly right. The government may have to borrow, not £28bn as then hazarded, but thirty-something billion.

If the recession is made abroad, as the Conservatives say it is, the new administration will have to wait for

the foreigners to take us out of it. How, then, are the growth rates assumed in the Red Book accompanying Mr Lamont's statement to be achieved? The figure of £28bn looks like an underestimate. This theme has been explored during the campaign, but not sufficiently.

What the election debate has taught us is that the contemporary democratic process is perverted by the need to work in sound-bites. The big set-piece press conferences – on recession, recovery, health, education, foreign affairs, crime, and housing – have all begun with the reading out of short, easily digestible statements and concluded with the TV cameras watching journalists ask limited questions.

In these circumstances, there is little prospect of presenting even the outlines of an argument about such complicated matters as the environment, the aging population, or long-term growth rates. This is not what the voter is thought to want to know about. The Scots can understand talk of the end of the English ascendancy, but very few people will listen to, let alone consider, wider propositions on constitutional reform.

None of the leading politicians has been able to give a second's thought to such genuine problems. Over the past few weeks, Labour shadow ministers have been bemused when asked about a possible re-alignment of the Left; they had that day's homework to do and could hardly get through it. The Conservatives spent their time trying to get coherence into their daily tactics. The Liberal Democrat leader demonstrated his skill at being in three places at once.

The ozone layer and the advancing hordes of frail, poverty-stricken old ladies looking for income support could go hang. Growth was something not to think about, but to promise, for that may win votes. Thank heavens we are back to the real world next week.

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The strike at Caterpillar, America's number two industrial exporter, is entering the end-game, write Martin Dickson and Barbara Durr

Playing for high stakes on the picket line

A discordant honking of car horns, echoing this week through the early-morning streets of Peoria, Illinois, heralded the moment of truth in the most crucial test of US organised labour in a decade.

The horns, blaring out along the route to Caterpillar's factories and headquarters in this archetypal Mid-Western city, were one way that striking workers at the world's largest maker of earth-moving equipment tried to deter suspected strikebreakers from crossing their picket lines. In a touch of modernity, the strikers also trained video cameras on the factory gates.

After a five-month stand-off, the Caterpillar stoppage has entered the end-game, thanks to a management ultimatum that striking members of United Auto Workers union had to return by last Monday or face losing their jobs to replacement workers. Few of the 12,500 strikers have gone back, but the company is gambling that many will return in the days and weeks to come.

If they do, it will mark a grave setback for the UAW, still one of the most powerful unions in a country that has seen a remarkable diminution of organised labour over the past two decades.

The UAW's loss of jobs could be a tremendous blow to the union, which has long been a major force in the Detroit-based motor industry - would try to use the defeat to extract concessions. And employers across the US would be encouraged to adopt a tougher negotiating stance with unions.

But if the workers do not return, Caterpillar, the second-biggest US industrial exporter after Boeing, could be badly hurt. The outcome is finely balanced, and with such high stakes on both sides neither is likely to cave in easily.

The dispute centres on three inter-related issues which have become central to management-labour tussles over the past decade: so-called "pattern bargaining", management's right to replace striking workers with non-union staff, and the role played by organised labour in hindering or helping American competitiveness.

The UAW has used pattern bargaining in negotiations with US auto companies for decades. The idea is to negotiate a favourable labour contract with the company most willing to make concessions and then make the others match the terms. Such deals used to be common in several industries, including steel and tyres, but have become less so over the past decade.

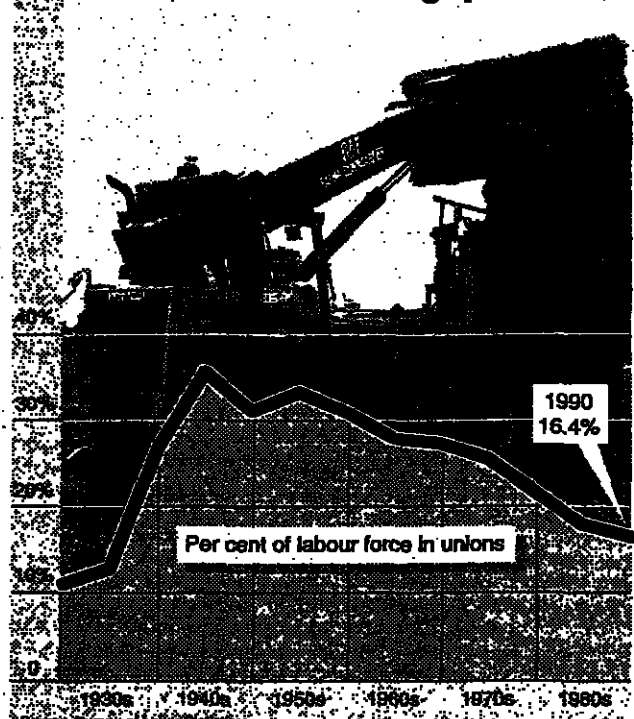
The Detroit motor groups, leader's yacking would not go down at all well at European summit meetings. Perhaps he has overlooked that Kinnock has much in common with that successful Euro-politician, Germany's Helmut Kohl. Both are blustering, sentimental, and occasionally impetuous. Neither has a head for detail, and both can be remarkably verbose in a provincial brogue.

Each was compared badly to a rival who regularly trounced him in the political arena - Helmut Schmidt and Margaret Thatcher, respectively. If Kinnock wins, he will move into 10 Downing Street in his ninth year as party leader. Kohl took over the chancellorship nine years after becoming chairman of the West German Christian Democrats in 1974.

The two evidently got on well when they last met in Bonn about 15 months ago. And Kohl and his entourage are moderately impressed by Kinnock's pro-European rhetoric, although the feeling in Bonn is that a change of prime minister would make little difference to Britain's European policies.

Admittedly, the German chancellor would prefer his friend John Major to stay in power. But if Kinnock makes it, they could soon be serving leek as well as Kohl's favourite Sauerkraut (stuffed stomach), at the Bonn chancellery.

US unions lose their grip



feared of losing market share through a prolonged strike, have gone along with the system but now want to break out. They face ferocious competition in a recessionary market from more efficient and largely non-union Japanese plants which have mushroomed across America.

General Motors, in particular, which lost about \$70m at the operating level in North America last year, is anxious to slim down and introduce more flexible working practices. But the UAW has rejected the company's attempts to renegotiate the 1980 labour contract, due for renewal next year.

The UAW also wants Caterpillar to "pattern bargain" and agree to terms on pay, conditions and job security similar to those it reached last year with Deere & Co, another large US equipment maker.

But Caterpillar, which went along with pattern bargaining in the past, argues that it can no longer afford it. It maintains that its labour costs must allow it to compete with its main international rival, Japan's Komatsu, rather than other American businesses.

The union rejects such arguments, saying that international competitiveness is more a result of shrewd management, employing efficient manufacturing processes. It claims,

instead, that its members are being asked to forgo benefits which the company can afford.

"Global competitiveness is a code for bottom-line greed," says one union organiser. "It is the management's threat to bring in replacement labour that touches the rawest union nerve. President Ronald Reagan's use of this tactic to defeat the government-employed air traffic controllers in 1981, set the tone for a decade of anti-unionism in the White House. The strategy has since been successfully emulated by several leading companies, most recently Greyhound, the bus line."

In the US, the right of management to replace workers is not unfettered: a company found guilty of unfair labour practices can be forced to re-hire sacked strikers. The union movement is lobbying Congress for stronger protection, but is unlikely to be successful.

Caterpillar would find little problem in recruiting workers, since unemployment is high in both Peoria and the company's other manufacturing centres in Illinois. It began placing newspaper advertisements for staff this week and was flooded with telephone inquiries.

It is now anxious to resume production, with or without the UAW, in view of the upturn in the US economy expected in the second half of

this year. Its inventories are very low - about 80 per cent down on pre-strike levels, according to one estimate.

"Caterpillar doesn't want to be stuck in a strike" just as orders begin to come in, says Mr Tobias Levkovich, an analyst with Smith Barney Harris Upham, the US securities company. In the last UAW strike at the company in 1983-85, which lasted seven months and was the longest in the union's history, the management was caught short as the seasonal construction business picked up, and was forced into a compromise settlement.

However, in using replacement workers, lacking the complicated skills of its existing workforce, Caterpillar risks a decline in the quality of its products and a loss of market share and customer loyalty. And if it ultimately settles with the UAW, labour relations would be sour for years.

Although the union has few cards left to play, it has not ruled out killing the remaining 3,400 UAW members still working at Caterpillar's parts and warehousing operations. Beyond that there remains the outside possibility of concerted action by other unions, fearful for their future. Leaders of two other big unions, the steelworkers and the teamsters, have already said the Caterpillar strike is crucial to the future of the labour movement.

Such comments come against the background of a steady erosion of union power in the US. Over the past two decades the movement has suffered a precipitous fall in membership to a level one academic recently described as "ghetto unionism". Only 16 per cent of the non-agricultural workforce belonged to unions in 1990, down from nearly 30 per cent in 1970.

Reasons for the weakening of organised labour include the decline of heavily unionised traditional industries; and shifts of business from the unionised north to the cheap-labour south, and from manufacturing to the fragmented service sector, where unions have difficulty recruiting.

The question now is whether America's unions can carve out a new role for themselves in an era when complicated new manufacturing techniques demand greater flexibility in work practices and more co-operation between management and labour.

But management and unions at Caterpillar, like their counterparts across the US automobile and equipment industries, are set in their confrontational ways. "Pulling together" is not a message playing well in Peoria this week.

LETTERS TO THE EDITOR

Number One Southwark Bridge, London SE1 9HL

Fax 071 873 5938. Letters transmitted should be clearly typed and not hand written. Please set fax for finest resolution

Matchsticks, a spending mess and the Union

From Sir Patrick Sergeant, Sir, Mr Joe Rogaly writes ("Farewell balanced books", April 8) that Lord Home made an ass of himself when he used matchsticks in an effort to demonstrate how the economy worked.

Was he as big an ass as the post-war prime ministers and chancellors who bet their reputations on the Treasury's forecasts and lost? Mr Rogaly should ask John Major, Norman Lamont, Nigel Lawson and Denis Healey to name but a few.

Patrick Sergeant, Eurymoney House, Playhouse Yard, London EC4

From Mr Andrew Glynn, Sir, Your leader ("Labour and the economy", April 8) deserves recognition for a most ingenious defence of inequality. Forget the interests (and spending) of pensioners on £50 per week and others who would benefit from Labour's plans for redistribution. Higher taxation of the better off is apparently bad for all of us because they are the people who can borrow most against their post-tax incomes and spend the rest of the economy out of the recession. Apart from all other considerations, wasn't this just how we got into the present mess?

Andrew Glynn, Corpus Christi College, Oxford OX1 4JF

From Mr Murray Gurn, Sir, Your editorial, "Conser-

Questionable wisdom of holding trade in services to ransom

major trading nations.

There are already nearly 50 offers on the table, accounting for about 95 per cent of world trade in services; thus a critical mass appears assured. Naturally at this stage we are not looking at the bottom lines, but the OECD group and a number of notable others promise to be comprehensive and very acceptable. Thus the US, as the world's largest economy, representing a quarter of world GNP, presumably has in its sights half a dozen worst offenders - most of these unable to take advantage of the US and EC open markets. For this target, it is wise to be holding to ransom, through the exhaustive US list of threatened most favoured nations exemptions, the progress of the past five years' negotiations?

Under the proposed multilateral trade organisation, of which Gattis will form part, there will be two yearly chances to press for progressive liberalisations from member countries which lag unfairly in their obligations. But should the Uruguay Round fail, future governments and new officials will be condemned, like Sisyphus, to roll another Round back up the hill, following much loss of time and wealth foregone. If we focus too closely on short-term gains we may live to regret not having taken a longer-term, wider view.

Derek Thomas, chairman, liberalisation of trade in services committee, British Invisibles, Windsor House, 30 King Street, London EC2

vatives and the Union" (April 7), is quite incorrect in criticising John Major for believing that autonomy for Scotland can be stopped "by just saying no".

Quite a substantial amount of people in the centre-right of the Scottish political spectrum have been taken in by the SNP's vision of independence for Scotland. This "option poll" support seems to have drifted somewhat in recent days and I believe that one of the reasons for this is that potential voters have been scared off by the thought of the SNP (in the words of Jim Sillars) "realising their socialist dreams". The unfortunate reality is that, by voting for Labour, the people of Scotland are merely delaying the pro-

cess of independence by means of a half-way house that will, as your editorial quite correctly says, bring far-reaching changes to the entire UK constitution. The "west Lothian question" will substantiate the irresistible move to federalism and the consequent break-up of the UK as we know it.

That is why the Conservatives' stance on the Union is one that should have great bearing on the way that people place their "x". Why vote away a constitution that has made the United Kingdom of Great Britain and Northern Ireland the envy of the world? The Scots have always been nationalistic - as have the English, Welsh and Irish - but why we should suddenly now feel that the last 255 years have been

sheer hell is, quite frankly, beyond my comprehension. Should Scotland's endeavours of the last three centuries be dismissed out of hand? The sad thing is that the Labour party, having jumped on the band wagon in order to try to please everybody, has once more given evidence of its lack of responsibility and lack of backbone.

By "just saying no" the Conservative party stands out as a party of principle and reliability. Qualities such as these should not be scoffed at, especially when the issue concerns the preservation of the Union. Murray Gunn, Allied Provincial Securities, PO Box 112, 155 St Vincent Street, Glasgow G2 5LZ

Spiral into unequal losses for external Lloyd's Names

From Mr R B Spooner, Sir, While the forecasts for the 1990 Lloyd's losses may be similar for working and external Names with some individual agencies (Letters, April 2 and 4), this is certainly not the case for the market as a whole. My own calculations, based on the split of external/working capacity by syndicate recently released by Lloyd's,

and on the forecasts by underwriters, suggest that working Names will incur a 12 per cent loss in 1989, while external Names will incur a 16.5 per cent loss.

In 1988, working Names had 12 per cent lower losses than external Names; in 1989, if the forecast holds, 4.5 per cent. So if working Names do not put their own interests first, how

did we get such an unequal result? Perhaps the problem lies in the LMX spiral. The seven largest loss makers in 1989, accounting for more than a third of the market loss, are all LMX syndicates. All had below average working capacity. External Names on these syndicates have been left holding the can and in many cases fac-

ing financial ruin. It is to be hoped that Sir David Walker, chairman of the Securities and Investments Board, can come up with a convincing explanation and some equally convincing remedies.

R B Spooner, 5 Ireton Road, Colchester, Essex CO3 3AT

OBSERVER

Voters bash economy men

Italian voters have been especially unkind in their judgment of those dealing with the economy. Veteran treasury minister Guido Carli and forthright industry minister Guido Bodrato both lost their seats, as did economist Nino Andreatta, head of the senate budget committee.

Carli's fate was especially poignant. Having co-opted him into government in 1988, the Christian Democratic party was keen to keep him on board even if at first he could not be found a seat. At the 11th hour he was parachuted in as a candidate for the senate in Genoa - alas, a city with which he had no connection.

Just 78, the former central bank governor has been a lone voice in the cabinet consistently urging fiscal discipline. But this held no appeal for his new-found Genoese constituents. His sole consolation was that the native Genoese Moana Pozzi, the self-styled porno-star and leading light of the Love Party, also failed to get elected.

Among other prominent losers in the elections was the Christian Democrat Gianuario Carta and the Socialist Guido Gerosa, respectively president and vice-president of the senate commission investigating the Banca Nazionale del Lavoro and its Atlanta branch's \$4bn plus loans to Iraq.

Those with suspicious minds are seeing this decapitation as a conspiracy to impede the investigation.

Euro-boyo

John Major has tried to make capital of Neil Kinnock's membership of the notoriously long-winded "boyo" tendency. He claims that the Labour

leader's yacking would not go down at all well at European summit meetings. Perhaps he has overlooked that Kinnock has much in common with that successful Euro-politician, Germany's Helmut Kohl. Both are blustering, sentimental, and occasionally impetuous. Neither has a head for detail, and both can be remarkably verbose in a provincial brogue.

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Balanced Czechs

Despite widespread opposition, European Community farmers still demand reforming their inefficient farm sector. But Vladimir Dlouhy, economics minister of the Czech and Slovak Republic, is determined to learn from that mess of potato. "We don't intend to repeat the same mistakes as the European Community in our



farm sector," says he. "We don't want to see our farmers become a spoiled part of society. They must feel the iron fist of foreign competition."

"We were asked to reform our economy in 1988; we did it and we have borne the consequences. We have fulfilled the conditions imposed on us, and we expect more flexibility on the part of the EC."

Now, Dlouhy thinks, it's time for the community to fulfil its side of the bargain, and to take a ploughshare to tariff barriers blocking Czech and Slovak Republic exports into the EC.

When a minister of a former socialist country starts dispensing lessons in simple market economics, the question has to be asked: Can Vladimir Dlouhy succeed where all others have failed?

Late

The usually lightning-fast news reporting of Israel Radio lapsed somewhat - by two hours or so - when it came to confirming that PLO leader Yasser Arafat had survived his aircraft's crash-landing

in a Libyan desert sandstorm. True, the state-owned network was as speedy as any of its media competitors in reporting that he was missing. Then, about 11am, the PLO's Tunis headquarters announced he had escaped, and the rest of the world's media promptly passed on the news, not one expressing doubt of its truth.

But wait, said Israel Radio, we only have the PLO's word for this... Even as 1pm defence minister Moshe Arens was on the air saying, "If it turns out he's dead, I think that no one in Israel is going to mourn."

It was not until some minutes later that the radio admitted Arafat seemed to be alive after all.

In the meantime, however, it had lavishly reported reaction to the death of the likely-seeming demise of the top-ranked mortal in Israel's demonology. The coverage included an interview with MP and ex-minister Geula Cohen, of the far-right Tehiya party, in which she said: "Even if we find out he's still alive, I believe he deserves to die."

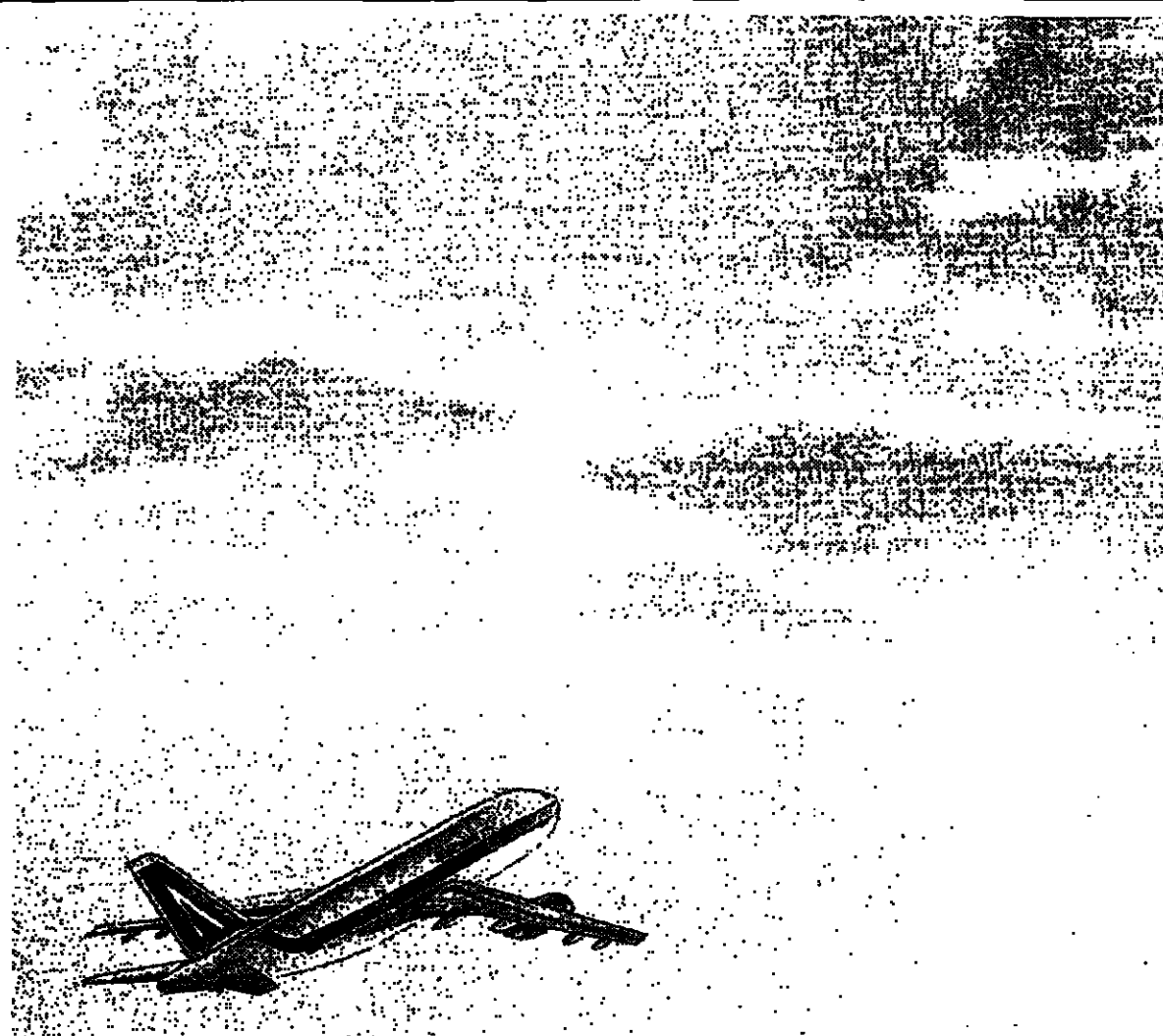
"You mean Israel should kill him?" the interviewer asked.

"Yes. One hundred per cent."

Legal tangle

Solicitor Bill Loveluck-Edwards was brought to book for being improperly dressed when he appeared to defend in a drink-drive case at Bridgend. Although formally clad in black jacket and pin-striped trousers, he had a shoelace undone, and magistrate Bryon Butler threw him out of court for it.

Afterwards the magistrate admitted he had been a bit severe, but explained that the solicitor had previously irked him by sitting in court reading a novel. "That makes it one-all," he added.



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FINANCIAL TIMES COMPANIES & MARKETS

Thursday April 9 1992

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INSIDE

NatWest Bancorp back in the black

National Westminster Bancorp, the US subsidiary of the UK's National Westminster Bank, returned to profit in the first three months of 1992 - the first quarterly profit it has made in two years. Profit after tax but before extraordinary items was \$18m, compared with a \$191m loss in the first three months of 1991. Page 24

High provisions at NationsBank
NationsBank, the US bank, said it expected loan-loss provision 1992 to be \$750m to \$900m. Mr Kenneth Lewis, president, said the provision and charge-offs would decline materially in 1992, compared with the year before, but would "remain abnormally high". Page 20

Mexican market jitters

The Mexican stock market, which rose 30 per cent in the first two months of the year, has shown its first sign of jitters. Much of the concern is caused by new issues: in the past month Mexican companies raised almost \$2bn in new domestic and international markets. Back Page

Crédit Lyonnais faces more pain
Analysts are bracing themselves today for a fall in net profits and hefty provisions at Crédit Lyonnais. The agony will not end there. It almost certainly faces another painful write-down for 1992 because of its exposure to the precarious property sector. Page 18

Inquiry into Owners Abroad
Stock exchange authorities have launched an inquiry into share dealings of Owners Abroad, the UK tour operator. The investigation is believed to cover two issues: the 37 per cent fall in the Owners share price in the past month; and the sale of 690,000 shares by Mr Howard Klein, chairman, to the company's employee share option plan. Page 24

Gold under stress

The South African gold mining industry will today be revealed as an industry under considerable stress, fighting to stay afloat. The March quarterly results will show flat revenues and rising costs. Page 26

UK drags down hotel group

Queens Moat Houses, the UK hotels group, announced full-year pre-tax profits down 3.9 per cent to £90.4m (\$158.2m), and warned that there was no sign of a recovery in its UK business. Continental European hotels accounted for 42 per cent of profits before interest and rent. Page 24; Lex, Page 16

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Chief price changes yesterday

FRANKFURT (DM)	PARIS (FFr)
Alcatel	413.5
Bayer Werck	755
Daimler-Benz	144
Kal & Salz	510
Kaufhof	282
Mannesmann	569
Neue Westphal	85 1/4
Riese	14
IBM	56
Apple Computer	50 1/4
Bank of Tokyo	52 1/2
Morgan LPI	36 1/4
Nippon	23
Telecom	47 1/2

New York prices at 12:30

LONDON (Pence)	DALLAS
BHP Group	29
Bowater	63
Highland (P)	214
Marshall	291
Norweb	245
Proventil Pst	428
Sage (A)	36
Whitbread A	309
Young Group	18
Peat Mar	26
Dom Energy	26

Alcatel achieves 20% rise to FFr6bn

By William Dawkins in Paris

ALCATEL Alstom, the big French telecommunications and engineering group, yesterday reported a higher-than-expected 20 per cent rise in net annual profits and forecast a further improvement in the current year. Mr Pierre Suard, group chairman, said net profits rose from FFr5.1bn in 1990 to FFr6.2bn (\$1.1bn) last year, because of increased sales and earnings across the main divisions: com-

munications systems, energy and transport, electrical engineering and batteries. The net gain came after a FFr2.7bn restructuring charge. Mr Suard said the performance was excellent and achieved in difficult economic conditions. He said it compared well with competitors. Group sales rose over the same period by 11 per cent to FFr180bn. The underlying increase was 7 per cent after stripping out the first contribu-

tion from one of Alcatel's busiest years for acquisitions. The main takeovers over the past year were in North America, Germany and Italy and included the transmission equipment division of Rockwell of the US, Telstra, the Italian maker of transmission equipment, Canada Wire, the cable producer, and AEG Kabel in Germany. As a result of investment growth, net debts rose from 7 per cent of shareholders' funds to 16 per cent over the same period.

Over the past five years, the proportion of Alcatel's sales outside France rose from 30 per cent to 70 per cent. Mr Suard said, "We consider the European market to be our domestic market and, furthermore, a buoyant market which will remain so in the future," he said. Alcatel is Europe's largest supplier of telecommunications equipment and its communications systems division recorded an 18 per cent rise sales to FFr109.5bn, representing about

two thirds of the group total. Divisional operating profits rose 23 per cent to FFr11.8bn. GEC Alstom, the energy and transport equipment group jointly owned with GEC of Britain, contributed FFr25.9bn to the group's sales, a 16 per cent rise on the previous year, on which operating profits rose 9 per cent to FFr1.5bn. Last summer's decision by the state of Texas to use TGV technology "was a major milestone for exports", said Mr Suard.

NTT says profits will fall sharply

By Michio Nakamoto in London

NTT, the telecommunications group which is the world's largest company in terms of capitalisation and Japan's largest employer, expects profits to fall sharply in the face of increased competition from newly licensed telecommunications carriers. Mr Masashi Kojima, NTT president, said the group's profits for the year to March 31, 1993, are expected to fall to below ¥300bn (\$2.23bn), down from ¥351bn which it forecast for the period as recently as February.

In the year to March 31, NTT expects profits within a range of ¥300bn and ¥375bn. NTT has faced mounting competition from rival telecommunications groups since it was privatised and the Japanese market was deregulated in 1985.

The new telecom groups, known as new common carriers, have steadily increased their share of the domestic Japanese market by attracting users with significantly lower call rates, such as between Tokyo and Osaka, the new carriers are estimated to have taken about 50 per cent of the traffic.

The expected deterioration in NTT's profits in the coming year stems from falling revenues because of lower prices and its loss of market share. NTT was forced recently to announce a further rate cut following rate cuts by its competitors.

NTT will cut rates for calls over 160km by 17 per cent in June following plans by the three common carriers to introduce a 10 per cent cut in rates for calls over 170km soon.

Unless NTT follows their lead in reducing costs, it can expect to see a further wave of customers switch over to competitors. The slowdown of the Japanese economy has already led more business users to opt for the services of the common carriers.

At the same time, although NTT faces pressure on revenues, it is almost impossible for it to counter the situation with drastic cost-cutting measures.

NTT still carries the legacy of its public utility days and capital investment decisions are largely dictated by public investment requirements. With the Japanese government expected to increase the level of public spending to boost the economy, analysts are forecasting a rise in NTT's capital investment to ¥1,960bn in the coming fiscal year from ¥1,890bn in the year to March.

Tokyo fall worries fund managers worldwide

By Norma Cohen and Karen Zagor

THE fall in the Tokyo stock market is worrying fund managers around the world. The anxiety, they say, goes beyond concern for the value of their Japanese share portfolios - the average UK pension fund, for example, has only about 5 per cent of its investments in Tokyo. Instead, the worry is about

"Japan, lenders to the world," said Mr Dick Barfield, chief investment officer at Standard Life, one of the UK's largest insurance companies. "The question is whether there is a knock-on effect for the banking system," Mr Barfield said. If banks have to liquidate holdings of other assets around the world, it could push down bond, share and property prices. For some time now, Japanese

banks have been less enthusiastic lenders abroad, he said, a reflection of their own increasing concern about loan losses. Other fund managers urge caution about interpreting the huge sell-offs in Tokyo in recent days. "They tend to be clumsy sellers," said Mr Leslie Robb, investment chief at Scottish Widows, the UK life insurer. In New York, Mr Newton Zin-

son Lehman, was concerned more about the psychological impact of the Japanese decline on US markets than about any direct impact. "Japan's problems are different from ours they're going into a recession and we're coming out of ours," he said. "The Japanese banks are seen primarily as a domestic problem. There's very limited Japanese selling of US stocks because

there's very limited Japanese ownership of US stocks." Mr Laszlo Birinyi, market strategist at Birinyi Associates, said: "If the Japanese market stabilises or at least slows its rate of descent, the impact will be somewhat minimal, but if we wake up every morning to big headlines, it doesn't set a good tone for the day. It's unnerving that Japan is not finding a base." Lex, Page 18

Heavy selling has sent the sector down twice as fast as the Nikkei

Japanese bank shares lose their lustre

By Emiko Terazono and Robert Thomson

THE slide of Japanese bank shares has been an important factor in the remarkable loss of confidence in the Tokyo market this week. Heavy selling of bank shares has sent the sector index down by 25 per cent over the past 11 days, while the Nikkei average has declined 15 per cent.

In the past, banks shares have traded at an exaggerated premium to the market as a whole. The price/earnings ratio of the banking sector was 55 per cent higher than that of the Nikkei index in August last year; now it is only 8 per cent higher. "The asset premium of Japanese bank stocks is starting to be stripped," says Mr Alan Bell, of Baring Securities in Tokyo.

Banks own 22 per cent of Japanese equity. Their strategic shareholdings in leading clients and in fellow members of larger corporate groups, the *keiretsu*, are seen as the glue that holds the Japanese corporate system together.

In return, bank shares are held by bank affiliates, client companies and members of the same corporate groups. Even after companies raised increasing amounts of capital from bond and equity markets in the 1980s, these relationships continued to be close. For banks and companies, the obligation to maintain stable stakes in each other was not a burden when the market was rising.

As a result, bank shares are seen in Japan as the least traded, most illiquid sector of the market. While the ratio of stable shareholdings for Tokyo stocks is estimated at 60 per cent, the ratio for bank stocks was about 85 per cent.

Once the stock market turned downwards, however, companies started to look again at their holdings of bank shares. "Companies, already squeezed for profits due to the economic downturn, have started to liquidate holdings of loss-making bank shares," says Mrs Mineko Sasaki-Smith, head of research at Credit Suisse in Tokyo. A company typically owns shares not only in its main bank, but also in a range of related banks. It is these less-strategic holdings that are now being sold.

The banks have been more bruised by Japan's financial turmoil than previously thought

price has dropped 42 per cent during the past two weeks.

More downwards pressure has come from selling by foreign investors. Last year, as the stock market slid, foreign investors were almost the only buyers around, concentrating their purchases disproportionately on the banking sector. They hoped to benefit from the impact of falling interest rates on banks' profit margins.

Bank shares totalled 20 per cent of foreign exposure to the Tokyo market in September 1991, up from 18 per cent the previous year. Now interest rates seem to have bottomed, and foreign investors have been disillusioned by the continued slide in the market.

In short, investors in Japan and abroad have realised that the banks have been more badly bruised by Japan's financial turmoil than they had previously conceded. There is a deeper worry at work, however, than simply a re-rating of an underperforming sector.

Banks had been leading beneficiaries from the sharp rise in stock and property prices in the late 1980s. They made big unreal-

ised gains on their cross-shareholdings, and were allowed to count a proportion of these unrealised gains as capital under the Basle standards agreed by central banks, which take effect at the end of this year.

What was a benefit has now become a burden. As unrealised gains have fallen in line with the stock market, the banks' once healthy capital-to-asset ratios have dropped below the 8 per cent ratio set by the Basle accord. With the Nikkei index at the 17,000 level, the average ratio of capital to assets for Japan's long-term credit banks and city banks is at around 7.5 per cent, according to Mr David Atkinson of Salomon Brothers in Tokyo.

To bolster the ratio, banks have turned increasingly to selling subordinated debt to life assurance companies, traditionally stable holders of bank shares. The life companies have indicated that they would like to maintain their net exposure to the banking sector unchanged, by selling bank stocks. The fear of a wave of selling by the life companies hangs over bank shares. It is unclear, however, whether life insurers are really selling: they are likely to get better returns by exercising patience.

Bank shares probably have further to fall. Baring Securities' Mr Bell says they could drop another 20 per cent and - since they make up a quarter of the Nikkei index - the fall could push the stock average down another 1,000 to 2,000 points.

The leading city banks, who are expected to post an average 30 per cent increase in basic business profits, argue that their balance sheets remain sound. A Sanwa Bank official says: "the fall in our share price is not very good for our image, but there's no real harm".

Image has certainly suffered. The Industrial Bank of Japan, the country's most prestigious bank, has seen its market value drop 79 per cent since the height of the 1989 bull market. Where once it towered above its western rivals in market capitalisation, it is now worth only slightly more than Deutsche Bank. Even if, as the Japanese banks insist, they suffer no long term damage from the decline in their share prices, they will not soon recover the lustre of the 1980s.

O&Y changes negotiator's role

By Robert Peston in London

MR Tom Johnson, the former banker brought in two weeks ago to spearhead the reorganisation of Olympia & York's £20bn debt, is expected to give up his role as chairman of O&Y's committee negotiating with 200 banks and to surrender his title as the president of O&Y's main operating subsidiary, Olympia & York Developments.

Mr Johnson's abrupt change of role has caused surprise among bankers. However, both Mr Johnson and Mr Paul Reichmann, O&Y's founder, say there has not been a "bust-up" between them. O&Y is not expected to appoint a new president of O&Y Developments, so Mr Reichmann will be left in control of the group.

Bankers close to O&Y said yesterday they were concerned that banks outside the core banking group, led by Canadian Imperial Banking Corporation, Citicorp and Hongkong and Shanghai Banking Group, might "over-react" to the management change and view it as a sign of "instability" at O&Y.

Agreement has not yet been reached on the scope of Mr Johnson's new role at O&Y, though O&Y stressed he would continue to be involved. However, a banker said yesterday that he would be "taking a back seat".

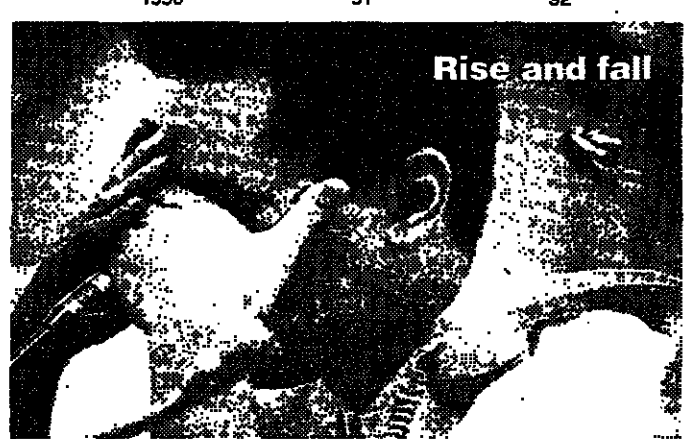
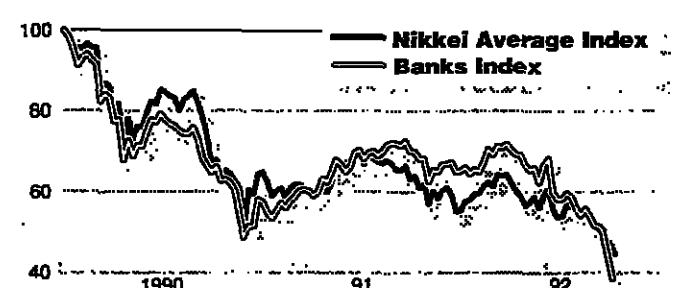
Mr Johnson's change of role has become necessary because in practice the lead in formulating the reconstruction plan has been taken by Mr Steve Miller, a partner in James D Wolfensohn, the

investment banker. Mr Miller will replace Mr Johnson as chairman of the planning and finance committee.

Mr Miller played a vital role in the financial reorganisation of Chrysler, the US carmaker, a decade ago.

Around 300 bankers are due in Toronto on Monday, a week later than planned, to hear details of O&Y's proposals to reschedule some of its borrowing. It is understood O&Y will make an announcement about Mr Johnson's change of role before then.

The reorganisation of O&Y's borrowings is the biggest-ever financial reconstruction of a company. O&Y's difficulties have been caused by the fall in property prices in the UK, the US and Canada.



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Alice Rawsthorn on the impact of Crédit Lyonnais' lending

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March 1992

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THE WORLD IS FLAT?

MANY GREAT MEN BELIEVED IT...

INTERNATIONAL COMPANIES AND FINANCE

Advertising rebound lifts Dow Jones income 58%

By Martin Dickson
in New York

DOW JONES, publisher of the Wall Street Journal, yesterday reported a 58 per cent rise in first-quarter net income as advertising rebounded from the depressed level of 1991.

Dow Jones reported income of \$28.39m, or 28 cents a share, compared with \$17.96m, or 18 cents, in the first quarter of last year.

Revenues rose nearly 5 per cent to \$495m. The profit figures were towards the top end of Wall Street expectations. The Wall Street Journal has been helped over the past two

quarters by advertising for the flood of new securities issues in the US market. Corporate advertising, hit hard by the recession, still appears to be relatively soft, say brokers' analysts.

The company itself attributed its improved performance to higher advertising income at the Journal, lower interest expense and improved earnings at Telerate, its electronic financial information service, and at its Ottawa community newspapers.

Operating income at its business publishing segment rose from \$9.68m to \$24.62m on revenues 8 per cent higher at \$186m. Advertising income at

the Journal rose 9.2 per cent relative to the first quarter of last year.

There was one additional publishing day this year, and on a per-issue basis lineage rose 7.5 per cent.

The company's information services segment - which includes Telerate - produced operating income of \$40.28m, compared with \$38.52m, on revenues 2.2 per cent higher at \$192.25m.

Ottawa Newspapers saw a rise in profits from \$2.7m to \$4.14m, while revenues rose 2.5 per cent to \$53.23m.

However, advertising lineage at its daily newspapers fell 5.5 per cent.

Court allows more time for MCC plan

By Alan Friedman
in New York

THE court-appointed administrators of Maxwell Communications Corporation (MCC), the US-based company once controlled by the late Mr Robert Maxwell, have been granted a 60-day extension of their exclusive right to file a reorganisation plan for the company.

The delay was granted on Tuesday night by Ms Tina Brozman, the New York bankruptcy court judge who has overseen the running of MCC since last December, when the company filed for protection from creditors under Chapter 11 of US bankruptcy law.

MCC is operating under a complex arrangement that permits the Macmillan publishing company and Official Airline Guide, both MCC subsidiaries, to function in the US and requires co-ordination between New York and UK court administrators of the Maxwell empire.

Judge Brozman granted the extension, to June 15, saying the complexity and time-consuming research required to ascertain the disposition of assets warranted the ruling.

Time Warner, the US entertainment and media group, has agreed to buy Maxwell's British publishing business, Macdonald and Co, for an undisclosed price.

USF&G sees first-quarter profit

By Nikki Tait in New York

USF&G, the large but troubled Baltimore-based insurer, yesterday told analysts that it expected to beat current market expectations when it reports figures for the first quarter of 1992, posting a very small profit for the period.

Mr Norman Blake, the company's chairman, said that net income for the quarter will be around \$2m to \$3m, and that this will translate into a loss per share of around 9 to 12 cents after paying preferred stock dividends. Analysts had been predicting a loss of some 30 cents a share.

In the previous year, the first-quarter figures showed a net loss of \$56m, or 70 cents a share.

For the full year, the deficit amounted to \$176m, having

reached \$669m in 1990 - in part, a reflection of charges arising from a restructuring of the business.

Mr Blake acknowledged yesterday that the insurance environment remains "soft", but suggested that the improved figures stemmed from the realignment of the business.

USF&G has taken steps to overhaul its business under Mr Blake's command - pulling out of workers' compensation business in certain states, for example, ceasing to write new personal lines insurance in others, and slashing both head office staff and branch offices.

Analysts, however, have questioned whether - in the process of improving the bottom-line results - the fairly drastic cutbacks would undermine USF&G's franchise. Part of the insurer's prob-

lems stem from souring real estate investments, and Mr Blake acknowledged yesterday that his predictions for the first quarter allowed for some further strengthening of real estate reserves, together with core insurance loss reserves.

Shares in USF&G were unchanged at \$9 yesterday, having been close to \$50 in the late-1980s.

Value Line ranks USF&G as the 15th largest property-casualty insurer in terms of premium volume, and around 60 per cent of its written premiums relate to commercial coverage.

There has been talk of some improvement in personal lines pricing, although few insurers think the cycle has turned, but commercial lines pricing has been highly competitive and a further shake-

out in capacity is thought necessary.

Non-performing real estate loans will be a significant drag on Travelers Corporation's earnings this year, said Mr Edward Budd, chairman, Bloomberg reports.

After the insurance company's annual meeting, Mr Budd said he did not know how much the company's troubled loan portfolio would affect profits this year.

Describing 1991 as one of the toughest years in recent memory for the company, he said profits last year would have been \$300m higher if it were not for underperforming real estate loans. The company earned \$318m last year.

Underperforming loans in Travelers' \$15bn real estate and mortgage portfolio were \$5bn at the end of the year.

Record year for FLS Industries

By Hilary Barnes
in Copenhagen

FLS INDUSTRIES, the Danish industrial conglomerate, improved net profits to a record DKK660m (\$104.8m) last year from DKK586m in 1990. The group's interests include cement-making equipment, environmental engineering, building materials and aircraft maintenance.

Profits before tax and extraordinary items were up from DKK670m to DKK890m,

which increased the return on equity from 20 to 19 per cent. Group sales moved ahead from DKK11.35bn to DKK12.59bn.

After an extensive programme of acquisitions over the past few years, the group said the share of sales abroad had increased from 49 per cent in 1989 to 75 per cent last year.

The board proposed an unchanged DKK12 dividend per share and a one-for-five scrip issue, marking the group's 110th anniversary.

Employees will be offered

4.7m B shares, face value DKK100, at a price of DKK105. The market price, after a DKK18 rise yesterday, is DKK634.

The board said the group expected to be able to maintain a satisfactory result in 1992.

Although demand in main markets for their leading products was expected to remain weak, several group companies had such a strong market position that they were able to maintain earnings even in difficult times, the company said.

Hafnia's 1991 accounts delayed

By Hilary Barnes

THE BOARD of Hafnia Holding, the beleaguered Danish insurance group, failed to approve the 1991 accounts after meeting all day yesterday. A brief statement said that the board would complete its deliberations by April 10 at the latest.

Hafnia's shares were suspended on the Copenhagen and other stock exchanges on Monday as speculation about

the future of the group mounted.

After heavy and costly investments in Baltica, its Danish rival, and Skandia, the Swedish insurer, the group is expected to report a substantial loss for 1991.

Since its investment in Skandia in December, when the Danish company, together with Norway's UNI Storebrand, tried to gain control of the Swedish group, Hafnia has maintained almost complete

silence on the progress of talks with Skandia.

Monday's statement to the stock exchanges said the negotiations with Skandia were reaching a conclusive phase, but this assertion was not supported in comments from either Skandia or UNI.

Speculation in Copenhagen yesterday was that Hafnia's attempt to gain control of Skandia might end in a complete reversal, with Skandia taking over Hafnia.

Canadian Air chief prefers American link

By Robert Gibbons
in Montreal

CANADIAN Airlines International's best chance for survival in an age of mega-carriers is through alliance with American Airlines, says Mr Rhye Eytan, the Canadian airline's chairman.

This could lead to American buying 25 per cent of Canadian, he said in Montreal, but control of Canadian would remain firmly in Canada.

The deal would allow Canadian to cut costs by winning access to American's more sophisticated computer systems, and both airlines will share staff in foreign locations.

He dismissed a merger with Air Canada in any form. Merging the two airlines' international routes while remaining separate domestically would be unworkable for competitive reasons.

"Two carriers with 80 to 100 aircraft cannot stand up to the competition from British Airways, Delta, American and United, each of which operate 500 or more," he said.

Brazil's Telesp tumbles into the red after price freeze

By Bill Hinchberger
in Sao Paulo

TELESP, the public telephone company serving Brazil's largest state, Sao Paulo, suffered losses of \$12.9m (Cr13.7bn) for 1991, compared with profits of \$107.5m the year before.

Telesp was among the most sought after companies in the Brazilian stock market in 1991. Its ordinary stock increased in value by 12.419 per cent and preferential stock by 11.046 per cent during the year.

One reason for Telesp's negative showing in 1991 was the price freeze imposed by the federal government during most of the first semester, said Mr Pedro Vilani, senior investment analyst for Norchem Bank, a Sao Paulo bank.

"After August, there were steep price increases, and by the end of the year, prices had caught up with inflation," Mr Vilani observed.

Another reason for Telesp's losses was the effect of a law requiring companies to revalue assets to incorporate real inflation rates, which were higher than original government figures.

"Law 8200 was a new factor from the point of view of investors," noted Mr Vilani.

The Norchem analyst expects Telesp to bounce back in 1992. In addition to price increases, he noted that positive signs included the company's expansion plan and its solid financial structure. "We are expecting better results in 1992," he predicted.

NationsBank provisions 'high'

NATIONSBANK said it expected its loan loss provision for all of 1992 to be in the range of \$750m to \$900m, AP-DJ reports from Atlanta.

Mr Kenneth Lewis, president of NationsBank, told an Atlanta business group that the loan loss provision would be "heavier in the first half of the year and trending down in the latter quarters".

He added that the company expected that its loan loss provision and charge-offs would decline materially in 1992, compared with the year ago, but will "remain abnormally high".

Analysts project NationsBank will earn \$4 to \$4.10 per share in 1992, up from \$0.76 in 1991 when the North Carolina-based company had huge extraordinary expenses from acquiring C&S/Sovran as well as enduring weakness in loan quality.

Mr Lewis said NationsBank had already reduced 3,000 jobs and trimming out of the total 5,000 it plans to eliminate over the next two years.

He said NationsBank is negotiating to sell two portfolios of real estate with a combined total of \$850m, and that the

company should know "this quarter" whether those deals will happen.

Mr Lewis declined to give an outlook for the first quarter, but indicated that there would be "further significant (securities) gains" in the quarter as the company continues to restructure the average maturity of its portfolio downward.

The company expected a decline in non-performing asset levels in 1992, but the economy and asset-disposition efforts would determine the degree of the decline.

Downturn in CGIP's annual earnings

By William Dawkins in Paris

COMPAGNIE Générale d'Industrie et de Participations (CGIP), the French holding group controlled by the Wendel steel family, yesterday reported a slight decline in net annual earnings.

The group, a big shareholder in both CMB Packaging, the Franco-British packaging group and in Cap Gemini Societ, Europe's leading provider of computer services, saw provision net income decline to FF664mm (\$115.7m) last year from FF688m in 1990.

This was "a stable performance in a difficult economic environment", said Mr Ernest Antoine Seillière, CGIP's chairman.

It reflected an improvement from CMB Packaging, soon to be renamed Carnaud Metal Box after the companies described by its initials, a downturn at Cap Gemini Societ, and the absence of a large exceptional gain made from an asset sale in 1990, he said.

New management had moved into place smoothly at CMB, after last year's change of chairman, and co-operation with the British shareholders was good, said Mr Seillière. CGIP was "a faithful shareholder" in CMB and expected fresh progress from the group, he said.

Power Financial tumbles 14%

By Robert Gibbons
in Montreal

POWER Financial, the financial services arm of Paul Desmarais' Power Corporation of Canada group, reported that 1991 profit fell 14 per cent to C\$159.7m (US\$134.2m), or C\$1.77 a share, from C\$184.8m, or C\$2.02 a share, in 1990.

The decline was due to lower income from short-term investments.

PFC's share of earnings of subsidiaries in Canada and Europe, however, rose slightly. PFC controls two of Canada's largest financial services, Great-West Life and Investors Group, and also a 25 per cent interest in

Pargesa Holding, of Geneva. The C\$41bn Caisse de Depot, the investment arm of the Quebec Pension Plan, has invested C\$30m for a 2 per cent interest in the Paribas group holding company, Copeba.

Mr Pierre Scobier, president of Copeba, said in Montreal the two organisations will co-operate in investing in Quebec, Canada and Europe. Mr Jean-Claude Delorme, chairman of the Caisse, will join the board of Copeba.

Copeba owns interest in several Quebec-based companies. The Paribas group is the second-largest stockholder in Power Corp of Canada, with two seats on the board. Dominion Textile, Canada's

only surviving integrated textile producer, has retained Goldman Sachs of New York, to look at all options for its yarn business.

Domtex would consider selling it, merging it with another company or an initial public offering.

The yarn business, with annual sales of US\$275m, represents about a quarter of Domtex's total business in North America, Europe, North Africa and Asia. It supplies commodity and specialised yarns for knitted and woven apparel fabrics, for furnishings and industrial products.

It has seven plants in Canada and four in the US, with a total payroll of 2,000.

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&
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If you wish to attend either of the Free Business Breakfasts please write to the appropriate office below

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Windsor, Berks, SL4 1YJ
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FINANCIAL TIMES
EUROPE'S BUSINESS NEWSPAPER

ASSERTIVENESS AT WORK

A Question of Confidence
In London on Wednesday 6th May 1992
at The London Marriott Hotel, Grosvenor Square,
London W1 8JAm - 9.30am

In Surrey on Tuesday 12th May 1992
at The Runnymede Hotel, Windsor Road, Egham,
Surrey. 8.15am - 9.30am

People, like the economy, thrive on confidence. When they feel confident they can harness it to handle assertively the tough situations we all face when economic conditions are tight. Too much confidence leads to aggression; too little to non-assertion.

Ken Back and Sally Arthur of Context Training Ltd will focus on ways in which people can improve their performance through increased assertion.

Amongst the areas they will cover are

- ASSERTION NOT AGGRESSION
- THE BENEFITS OF INCREASED ASSERTION
- 'INNER DIALOGUES' THAT AFFECT CONFIDENCE
- STATING VIEWS AND OPTIONS IN WAYS THAT ARE INFLUENTIAL YET DON'T GET OTHER PEOPLE'S BACKS UP

● OBTAINING INFORMATION WITHOUT BEING FORBIDDEN OFF OR CAUSING RESENTMENT.

Context Training Ltd has pioneered assertiveness training in the UK for people at work. It is now recognised as the country's leading training company specialising in this area. Many thousands of managers and specialists, including a substantial number from the financial sector, have attended its workshops, including ones designed to meet the specific needs of organisations both in the UK and overseas.

Ken and Kate Back have published many articles on assertiveness and their book 'Assertiveness At Work' has sold over 60,000 copies worldwide. They have also appeared on various television and radio programmes about assertiveness.

Places at the Breakfasts are strictly limited.

COURIER & EXPRESS SERVICES

The FT proposes to publish this survey on

May 15 1992.

The survey will be seen in 160 countries worldwide and will be of special interest to 51,000 readers in the UK who are decision makers on postal despatch and freight services. If you want to reach this important audience, call

Bill Castle
on 071 873 3760 or Fax 071 873 3062.

Data source: BMRC Businessman survey 1990

FT SURVEYS

PACKAGING AND THE ENVIRONMENT

The FT proposes to publish this survey on

May 28th 1992.

The survey will be seen in 160 countries worldwide and will be of special interest to 21,000 readers in the UK who are decision makers on packaging. If you want to reach this important audience, call

Alicia Andrews
on 071 873 3565
or fax 071 873 3062

Data source: BMRC Businessman Survey 1990

FT SURVEYS

THE FIRST MEXICO INCOME FUND N.V.

Curacao, Netherlands Antilles

Annual General Meeting of Shareholders

Notice is hereby given that the Annual General Meeting of Shareholders of THE FIRST MEXICO INCOME FUND N.V. has been called by the Manager, PIERSON TRUST (CURACAO) N.V. The Meeting will take place at 6, John B. Goringweg, Willemstad, Curacao, Netherlands Antilles on April 22nd, 1992 at 3:00 p.m.

The Agenda and the Annual Report 1991 may be obtained from the offices of the Company at 6, John B. Goringweg, Willemstad, Curacao or from the Paying Agents mentioned hereunder. Shareholders will be admitted to the meeting on presentation of their certificates or vouchers, which may be obtained starting April 7, 1992 from any of the paying agents.

Willemstad, Curacao, Netherlands Antilles, April 7, 1992

PIERSON TRUST (CURACAO) N.V.

Paying Agents

PIERSON, HEDDERING & PIERSON N.V.

Rokin 55

1012 KK Amsterdam

CEDEL

67, Boulevard Grand-Duchesse Charlotte

L-1010 LUXEMBOURG

THE FIRST MEXICO INCOME FUND N.V.

Incorporated in the Netherlands Antilles

NOTICE OF DIVIDEND

Shareholders are informed of a dividend of US\$ 0.68 share to holders of record as of March 31, 1992.

The dividend will be payable as from April 15, 1992. Payment of the dividend on the bearer shares will be made against surrender of coupon no. 7 detached from the share certificates, which for this purpose shall be lodged at

Pierzon, Heddering & Pierzon N.V.

Rokin 55, Amsterdam, The Netherlands

which acts as Paying Agent on behalf of the undersigned.

April 9, 1992

Pierzon Trust (Curacao) N.V.

PEWC U.S. \$65,000,000 Pacific Electric Wire & Cable Co., Ltd

(Incorporated as a limited liability company in Taiwan, Republic of China)

3% per cent. Bonds Due 2001 (The Bonds)

NOTICE IS HEREBY GIVEN to the holders of the outstanding Bonds that the Company has announced a rights issue of 90,000,000 shares at NT\$27.00 per share with a record date of April 7, 1992. In accordance with the provisions of the indenture constituting the Bonds the conversion price has been adjusted from NT\$44.06 per share to NT\$41.84 per share effective April 6, 1992.

Pacific Electric Wire & Cable Co., Ltd

April 7, 1992

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Olivetti's world is stable and dynamic, based on solid financial standing and a clear vision of future technologies.

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INTERNATIONAL CAPITAL MARKETS

Gilts rally as dealers cover short positions

By Tracy Corrigan in London and Karen Zagor in New York

GILT prices rallied 1/2 point as dealers rushed to cover short positions ahead of today's general election. The market was boosted by buying interest from foreign investors, suggesting that fears about sterling weakness may be subsiding.

Many dealers have been running short positions ahead of the election, and so were caught short of bonds by the rally. However, some traders have been flattening their positions on the grounds that a Labour victory in the election has been largely discounted.

The short and led the way, with the short sterling future on Life up 1/2 point, suggesting that fears of interest rate rises after the election may be subsiding.

The short end of the market outperformed long-dated government bonds in the election

Germany, in choppy trading conditions. French and German 10-year government bond futures contracts failed to break through key resistance levels, and dealers reported some profit-taking.

The OAT future on the Matif, the French futures exchange, ended down 0.10 point at 107.90, while the Bund future on Life in London closed a touch lower at 87.80.

A speech by France's new prime minister, Mr. Pierre Bérégovoy, underlining a stronger emphasis on economic growth, had been largely discounted by the market, according to dealers. Increased retail demand for short-dated paper should help the market absorb this month's auction of two- and five-year bonds, dealers added.

US Treasury prices edged lower on the back of a sharp drop in the US equity market. At a mid-session, the Treasury's benchmark 30-year bond was 1/4 point lower at 101 1/4, yielding 7.9 per cent, while the

GOVERNMENT BONDS

two-year note was unchanged to yield 5.28 per cent.

The Federal Reserve refrained from intervening in the open market; at mid-session Fed funds were changing hands at 3/4 per cent.

Most of the trading was concentrated at the short end of the yield curve, amid renewed speculation that weak money supply growth and a sluggish recovery might prompt the Federal Reserve to ease monetary policy.

Trading of intermediate-dated issues was dominated by the afternoon's auction of \$8.75bn of seven-year notes. Ahead of the auction, there was concern that dealers would have to underwrite the issue.

IN the German market, the yield curve steepened further, as the Eurobond contract rallied 1/4 point. Dealers said

the view that inflation had peaked and an interest cut may come sooner than had been thought, helped buoy the short end. There were further rumours, again denied, of a public sector wage settlement.

JAPANESE government bond prices stabilised, helped

by the stock market, which ended off its lows. The market remained nervous, though, with rumours of further problems in the banking sector.

However, there was also some speculation that the Bank of Japan may speed up the process of easing interest rates.

BENCHMARK GOVERNMENT BONDS

Coupon	Rate	Price	Change	Yield	Week ago	Month ago
AUSTRALIA	10.000	102.02	0.01	10.24	10.23	10.27
BELGIUM	8.000	102.01	0.01	10.25	10.24	10.28
CANADA	8.000	102.02	0.01	10.26	10.25	10.29
FRANCE	8.000	110.00	0.01	11.00	10.99	11.02
GERMANY	8.000	102.02	0.01	10.24	10.23	10.27
ITALY	12.000	102.02	0.01	12.02	12.01	12.04
JAPAN	8.000	102.02	0.01	10.24	10.23	10.27
NETHERLANDS	8.000	102.02	0.01	10.24	10.23	10.27
SPAIN	11.000	102.02	0.01	11.02	11.01	11.04
UK GILTS	10.000	102.02	0.01	10.24	10.23	10.27
US TREASURY	8.000	102.02	0.01	10.24	10.23	10.27

London closing. New York morning session. Yields: Local market standard. 1/2 Gross (including withholding tax at 12.5 per cent payable by non-residents). Prices: US, UK in \$/c, others in %.

Samsung bond marks the return of Koreans

By Richard Waters

KOREAN companies are expected to begin a return to the Eurobond market today with the launch of a \$150m convertible bond for Samsung Electronics.

It will be the first international equity-linked issue by a Korean company since the country's stock market was opened to foreign investors at the start of the year.

The ability of foreign investors to buy shares in the domestic market, rather than through equity-linked euro-offerings, is expected to have an impact on the yield investors demand on securities issued internationally.

"The terms of the convertible will have to provide an attractive alternative to buying stock in the secondary market," one banker close to the issue said.

Samsung's 15-year issue is due to be followed by others from Korean companies in the months ahead.

Chongju Paper, another part of the Samsung group, is expected in May to seek between \$20m-\$25m from international investors through an issue of Eurodepository receipt arrangement.

These are similar to global depository receipts, except that the underlying assets will not be traded in the US.

It is also believed that Hyundai Motor, another leading Korean company, would seek to raise up to \$150m this summer through an issue of global depository receipts.

Salomon Brothers International in London has lost the latest lead of its equity syndicate desk, the second such departure in recent weeks.

Mr. Jeremy Palmer is believed to have taken up a similar position with J.P. Morgan in London.

He has been replaced temporarily by Mr. Alex Graham, who was brought in from Salomon in New York this week to fill the gap.

IADB agreement spurs prices of Argentina's debt

By Tracy Corrigan

PRICES in Argentine debt have rallied following the country's agreement on Tuesday for a debt reduction package with its international bank creditors.

The accord was struck at the annual meeting of the Inter-American Development Bank in Santo Domingo.

Dealers also reported some profit-taking by investors who had taken positions ahead of an agreement.

The market had firmed steadily in recent weeks, as expectations of an agreement mounted.

In the wake of the accord, Argentina's commercial bank debt rallied from 44 cents on the dollar to 45 cents, while its 11 per cent Eurobond issue due 1993 rallied from 102 to 104.

The agreement is set to reduce Argentina's funding costs and increase access to the international capital markets for private sector companies.

Argentina returned to the international capital markets in September when it launched a \$500m two-year Eurobond at a yield spread of 570 basis points above the comparable US Treasury.

That deal has tightened dramatically to a spread of 290 basis points, the last 25 basis points in the wake of the agreement.

Argentine Eurobonds are now almost as tight to US Treasuries as Venezuela's Eurobonds, which fell back after the country's failed political coup earlier this year.

According to dealers, the flow of bond issues from Argentina is set to increase, with deals for its two telephone companies, which recently completed equity offerings, believed to be among the next batch of issues.

The conversion of Argentina's commercial bank debt into Brady bonds under the agreement will "attract more international interest, pushing yields down further", according to Philip Harvey, a director of Morgan Grenfell.

In the next few weeks, dealers will start trading the Brady bonds on a when-issued basis.

"People are still digesting the news. Some will decide to take profits, and others will hold on for conversion into Brady bonds, hoping for further gains," said Mr. Willem Naves, head of emerging markets at NMB Bank.

Italians snap up World Bank's Ecu200m offering

By Simon London

TWO NEW issues received positive response from investors in the international bond market yesterday, although syndicate officials were unwilling to predict an end to the current uncertain tone of the market.

The World Bank launched a Ecu200m 10-year floating-rate note issue, lead-managed by UBS & Phipps Ltd. The paper pays 1/2 per cent less than the three-month London interbank offered rate (Libor), but was re-offered to investors at 99.85. At this level the discounted margin was 0.57 per cent under Libor.

The paper appealed to investors anxious to buy a floating-rate asset at a time of growing uncertainty over the future direction of interest rates. However, most of the bonds were snapped up by Italian investors, who pay no withholding tax on bonds issued by the World Bank and other supranational bodies of which Italy is a member.

The syndicate of banks selling the issue was half com-

posed of Italian banks, with Credito Italiano joint lead manager. Italian syndicate officials said uncertainty following parliamentary elections in Italy this week, and persistent speculation about a revaluation of the lira within the European exchange rate mechanism, added to the attraction of a floating-rate investment denominated in a foreign currency.

Buying by Italian investors created a shortage of paper in the market. This was only partly relieved by a decision to increase the size of the transactions from Ecu150m to Ecu200m.

By the close of trading, the lead manager was quoting the bonds at 100.25 bid, well above the re-offer price.

Elsewhere, Toyota Credit Canada, a finance arm of the Japanese automotive company, launched a well-received Cdn250m five-year issue. The deal, lead-managed by Wood Gundy, was slightly shorter than many syndicate officials had expected, suggesting a cautious approach to the market following the poor performance

INTERNATIONAL BONDS

of other Canadian dollar issues this week.

For example, Province of British Columbia's \$300m five-year deal, launched on Monday at a yield spread of 54 basis points over Canadian government bonds, was yesterday

trading on a yield spread of around 53 basis points.

The 9 per cent Toyota bonds were re-offered to investors at a fixed price of 99.50, where the yield is 48 basis points more than Canadian government paper. The borrower carries a triple-A credit rating, higher than British Columbia.

Participants in the deal reported good buying from retail and institutional inves-

tors hoping that the yield spread would tighten over time. Outstanding four-year bonds from the same borrower were yesterday trading in the secondary market at a yield spread of 25 basis points.

Buying was easily enough to support the modest size of yesterday's issue, and the launch yield spread held throughout the day despite a rally in the Canadian bond market.

NEW INTERNATIONAL BOND ISSUES

Borrower	Amount	Coupon	Price	Maturity	Fee	Book runner
US DOLLARS						
BSL (Cayman) Ltd. (off)	75	(b)	100	1997	47.5bp	Fuji Int. Finance
Banco Real (off)	70	0.50	99.10	1994	1.25/0.75	ABN Amro
ECU						
World Bank (off)	200	(a)	100	2002	33.75/25bp	UBS & Phipps
CANADIAN DOLLARS						
Toyota Credit Canada (off)	125	9	101.125	1997	1.875/1.625	Wood Gundy
FRANCE						
Oris (off) (off)	584.1	(a)	100	1997	12.5bp	Paribas Cap. Mkt. Grp.
YEN						
Furukawa Electric Co (off)	200n	6	101.70	1998	1.625/1.325	Yamatichi Int.
D-MARKS						
BP America (off)	300	8.125	102.30	2002	2.5/1.5	CSFB Effenbank
Bayern Vertriebsbank (off)	100	8.125	102.30	2002	2.5/1.5	Bayernische Vertriebsbank
Ind. Dev. Co. of S. Africa (off)	50	10	100	1997	1.625/1.25	Commerzbank

Off=Private placement, B=Convertible, W=With equity warrants, Floating rate note, (off) Non-callable, (a) Coupon payable semi-annually, Non-callable, (b) Coupon payable semi-annually, Non-callable, (c) Coupon payable semi-annually, Non-callable, (d) Coupon payable semi-annually, Non-callable, (e) Coupon payable semi-annually, Non-callable, (f) Coupon payable semi-annually, Non-callable, (g) Coupon payable semi-annually, Non-callable, (h) Coupon payable semi-annually, Non-callable, (i) Coupon payable semi-annually, Non-callable, (j) Coupon payable semi-annually, Non-callable, (k) Coupon payable semi-annually, Non-callable, (l) Coupon payable semi-annually, Non-callable, (m) Coupon payable semi-annually, Non-callable, (n) Coupon payable semi-annually, Non-callable, (o) Coupon payable semi-annually, Non-callable, (p) Coupon payable semi-annually, Non-callable, (q) Coupon payable semi-annually, Non-callable, (r) Coupon payable semi-annually, Non-callable, (s) Coupon payable semi-annually, 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COMPANY NEWS: UK

Queens Moat below City forecasts

By Michael Skapinker,
Lelure Industries
Correspondent

QUEENS MOAT Houses, the hotels group, announced full-year pre-tax profits down 3.9 per cent to £90.4m, slightly below market expectations, and warned that there was no sign of a sustained recovery in its UK business.

A better performance on the Continent, where the company has 86 of its 190 hotels, helped raise profit before tax and interest to £157m for the year to end-December against £142m in 1990. Profits at the pre-tax level were dragged down by an increased interest charge of £66.8m (£43.1m) and higher rent of £9.4m (£5.1m). Turnover was £543m (£518m).

Despite a fall in fully-diluted earnings per share to 7.58p (8.59p), a proposed final dividend of 1.54p raises the total to 2.88p (2.62p).

Mr John Baird, chairman, said: "In more normal times we would have no hesitation in anticipating a year of strong growth, especially with the extremely good start to 1992 in our continental hotels. However, in the face of the eco-



John Baird: good performance from continental hotels

economic uncertainties, particularly in the UK, such optimism would be misplaced.

He added: "It is reasonable for shareholders to expect a satisfactory outcome in 1992 and a resumption of growth thereafter."

Mr Baird said the continental hotels accounted for 42 per cent of profits before inter-

est and rent. Profits in Germany, where the group has 36 hotels, and in the Netherlands, where it has 26, increased by 20 per cent. The group had seen no evidence of a slowdown in Germany, where its hotels cater almost exclusively for business travellers.

The UK business was shielded to some extent by the

small number of hotels the group has in London, where occupancies have fallen more sharply than in the rest of the country. Mr Baird said the three London hotels had been worse hit than those in the Midlands and the north of England.

"The flickers of improvement we have seen have been in those regions rather than in London and the south east," Mr Baird said.

Queens Moat also said it was making a recommended £6.9m cash offer for the shares it does not already own in Chester International Hotel, a four-star 162-room property near Chester city centre. Queens Moat manages the hotel and has a 38 per cent fully diluted stake in it. Queens Moat and Chester International have some directors in common and certain Queens Moat directors and their families hold 2.9 per cent of Chester's ordinary shares. Queens Moat said it had been advised on the deal by Chester's independent directors and Charteredhouse. It said Charteredhouse would make the offer on its behalf.

See Lex

MTM agrees short-term facilities with bankers

By Paul Abrahams

MTM, the specialty chemicals group, yesterday announced that it had concluded a short-term agreement with its bankers following its breach of covenants.

The group said the new facilities were for an initial period until April 30. Negotiations with two syndicates led by Chase Manhattan of the US and Standard Chartered, the international UK-based bank, were continuing with a view to securing the group's longer-term funding, said MTM.

The company is believed to have debts of about £70m. Standard Chartered has said its exposure to MTM's debt is minimal. The largest shareholder in MTM last week was Midland Bank which held 6.79 per cent of the shares. Schroder Investment Management held 6.51 per cent, while Gartmore Investment Management held 6.14 per cent.

The group, which has said it will probably not pay a final dividend for the year to December 31, has not yet given the date for publication of its full-year accounts.

So far, BDO Binder Hamlyn, its auditors, have refused to sign off the accounts because of disagreements about asset values.

The accountants have been asked to prepare a report on the reasons and circumstances surrounding the shortfall in profits that triggered its present crisis.

Postern Executive Group, the corporate management specialist, has also been appointed to evaluate the group's financial and operational position. It will recommend options for MTM's future strategic development. The shares closed up 3p at 58p.

Immunology seeks US funds

Immunology Limited of Cambridge is to be the first UK biotechnology company to make an initial public offering in the US, writes Clive Cookson.

It hopes to raise at least £20m (£11.6m). It has filed a registration statement with the Securities and Exchange Commission to offer 2m shares in American Depositary Shares, at between \$10 and \$12 each.

The company is changing its name to Cantab Pharmaceuticals, to reflect its origins in biomedical research at Cambridge University and its current location in Cambridge Science Park. The old name was thought to be confusing because many companies and university departments use some form of the word "immunology" in their titles.

The offering represents a little less than 30 per cent of Cantab's share capital, valuing the company at about £70m. The shares should start trading on Nasdaq in May.

DIVIDENDS ANNOUNCED

	Current payment	Date of payment	Corresponding dividend	Total for year	Total last year
Blockleys	1.43	July 1	2.86	3.32	4.91
Bodycote Int	5.75	July 1	5.5	9.26	8.75
Brammer	8.5	July 1	8.5	13	13
Claydon Prop	nil	July 3	1.5	nil	2
Cooper (Fred)	1.5	July 3	7.5	4.75	12.25
Cosalin	nil	May 29	3	5	7.2
CSC Inv Trust	3	May 29	8.5	14	13
Independent News	9.4	May 29	1.6	5.4	6.4
Magnolia	3.65	June 1	3.65	5.4	6.4
Melville	nil	June 1	1.6	14.37	14.2
Ocean	9.82	June 1	9.82	14.37	14.2
Proudfoot (Alex)	13.5	May 28	1.4	2.882	2.82
Queens Moat	1.54	June 10	2.75	4.4	4.4
Richards Group	2.75	June 10	2.75	4.4	4.4
Style	2.5	June 10	2.5	9	9
Sykes-Pickavant	3.5	July 2	3.5	5.75	5.75

Dividends shown pence per share net except where otherwise stated. *On increased capital. \$USM stock. *Irish pence.

HILL SAMUEL GLOBAL PORTFOLIO SICAV
REGISTERED OFFICE: 1A RUE PIERRE D'ASPELT
L-2016 LUXEMBOURG
R30176

Notice is hereby given that the Annual General Meeting of shareholders of HILL SAMUEL GLOBAL PORTFOLIO SICAV will be held at 1A rue Pierre d'Aspelt, L-2016 Luxembourg on Friday 24th April at 3.00 pm with the following agenda:

- 1) to hear and approve the report of the Board of Directors and the report of the auditors;
- 2) to approve the annual accounts and the statement of operations for the period ended 31 December 1991;
- 3) to decide on any dividend distributions proposed by the Directors;
- 4) to give discharge to the Directors;
- 5) elections;
- 6) Any other business.

The Board of Directors

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Costain plans to continue debt reduction

By Jane Fuller

ONE of Costain Group's main messages yesterday, after announcing a £69.2m pre-tax loss for 1991, was the progress made on reducing debt.

Before last April's £77m rights issue, at 155p a share, net debt reached £372m, gearing of over 100 per cent. Thanks to that issue and the £101m disposal of the investment property portfolio, year-end gearing came down to 53 per cent on net debt of £188m.

This excludes £52m of off-balance sheet debt in the Spitalfields development on the fringe of the City, and £38m of convertible preference shares.

Mr Peter Costain, chief executive, said the group planned to reduce borrowings

further this year, again by disposals as cash flow was expected to be neutral. With the business now concentrating on engineering and construction and on mining, candidates for sale included non-coal mining activities in the US and properties in Australia.

The group has been struggling to reduce borrowings since the £124m purchase of Pyro Energy, a US coal mining concern, in mid-1988. Gearing went up from 25 per cent to 75 per cent as a result.

Not long after the purchase, an explosion at a Kentucky mine killed 10 people and closed the pit for 14 weeks. Productivity was badly affected and Mr Costain admitted that the return so far on the investment was disappointing.

After that acquisition, the group missed

its gearing reduction targets and by the end of 1990 the ratio stood at about 100 per cent. Since then £255m has been cut from borrowings.

The period has coincided with disposals on the housing and commercial property fronts. In 1988 the group sold nearly 1,900 houses. Last year it sold 400.

The core engineering and construction business showed some resilience last year, making an operating profit of £24.6m (£32.9m), after £12m of provisions against the Channel tunnel contract. Turnover slipped to £979m (£1,070m).

Mr Costain said the international contracting workload had doubled, cushioning the effects of UK recession.

Mining, which saw profits fall from £44.1m to £33.6m, should improve, he said.

Bodycote rises to £11.5m despite setback in sales

A SHARP fall in interest charges helped profits at Bodycote International, the metal technology group, rise by almost £1m to £11.5m last year despite a 12 per cent fall in sales, writes Peggy Hollinger.

Mr John Chesworth, joint managing director, said the proceeds of selling Skelmersdale Packaging in December 1990 had reduced interest charges by £1.1m to £36,000. Gearing was cut from about 28 per cent to less than 5 per cent.

The Skelmersdale disposal accounted for the fall in turnover from £75.5m to £66.5m for the year to December 31.

The group closed Brocklehurst Fabrics, the last of its traditional textile businesses, resulting in a charge of £797,000 taken below the line.

The bulk of Bodycote's business is in metal treatment, first

ventured into in 1979, for industries such as aerospace and automotive. Operating profits in the metal technology division moved ahead by 12 per cent to £5.6m despite a setback in the aerospace industry following the Gulf War.

Mr Chesworth said that current trading in these businesses was encouraging. The motor trade was not getting any worse, he said, while 90 per cent of Bodycote's aerospace exposure was in the civil sector.

Elsewhere, the workwear rental business produced record profits of £2.6m, up 20 per cent.

Industrial and general operations, which include the packaging arm, saw a 22 per cent fall in profits to £2.9m, following the Skelmersdale sale.

Growth in earnings per share was hampered by the £2.5m plating of 1m shares in April. Earnings rose from 27.1p to 27.8p.

An increase in the final dividend to 5.75p is proposed for a total of 9.26p (8.75p).

NatWest Bancorp returns to black with \$16m in first quarter

By Robert Peston

NATIONAL Westminster Bancorp, the US subsidiary of the UK's National Westminster Bank, returned to profit in the first three months of 1991. This was the first quarterly profit it has made in two years.

Profit after tax but before extraordinary items was \$16m (\$9.3m), compared with a \$191m loss in the first three months of 1991. The progress was due principally to a fall to \$30.5m (\$22.2m) in provisions for losses on loans.

Mr John Tugwell, who took over a year ago as chairman of NatWest Bancorp, said: "Things are looking a little more rosy." He added that in

underlying terms the US bank was making an 8 per cent annualised return on its equity, which compares with a target rate of 15 per cent. He hopes to reach that target rate in the next couple of years.

It is understood that NatWest will review whether it wishes to continue owning the US bank when it is confident that the subsidiary is earning respectable profits again.

NatWest Bancorp has been hurt particularly by the slump in the property market in the north-east of the US, where most of its operations are based.

Mr Tugwell said that the rate at which customers were getting into difficulties had been

declining rapidly. There has been a slight fall to \$1.14bn (\$1.15bn at the end of 1991) in the volume of loans classified as non-performing according to standards set by US banking regulators.

In addition, the bank is managing properties and other assets worth \$337m, down from \$354m at the end of 1991, which it has taken under its control from borrowers in severe difficulties.

Mr Tugwell said he has been making significant progress in reducing the costs of managing these foreclosed properties. He has, for example, negotiated discounts on the costs of insuring buildings and of hiring security guards.

Stock Exchange launches probe into Owners Abroad share deals

By Christopher Price and Michael Skapinker

THE STOCK Exchange yesterday launched an inquiry into share dealings of Owners Abroad, the UK's second biggest tour operator.

The probe is believed to centre on two issues: the dramatic fall in the Owners share price in the past month - it has collapsed 37 per cent in that period; and the sale of £30,000 shares by Mr Howard Klein, chairman, to the company's employee share option plan.

While there is no suggestion that the latter transaction was in any way illegal, the sale on March 31 was followed

by a further slump in the share price.

Mr Klein yesterday denied there was anything improper in the share sale. "I had made it known to UBS Phillips & Drew, the company's broker, many months ago that I needed to dispose of the shares for personal reasons. Phillips & Drew were consulted on the basis of the sale of my shares to the Esop and they advised that it was perfectly in order."

On the day that Mr Klein sold the shares to the Esop at 108p, the price closed at 108p, to be followed over the next week by a rapid decline. Owners lent the Esop the money to complete the transaction. Yesterday, the shares finished 4p

down at 89p in busy trading.

It is the second inquiry in as many weeks into the holiday group. The first, which is still believed to be under way, is investigating anonymous notes sent to national newspapers and company employees that Owners was about to be taken over by Airtours, its rival tour group. Both companies have denied the story.

Yesterday's move by the authorities came only a day after Owners published its reports and accounts for 1991, which caused considerable consternation in the market. Analysts drew attention to the company's depreciation policy, particularly on the treatment of one of its leased aircraft.

Interest gain helps Proudfoot edge ahead to 'pleasing' £48m

By Angus Foster

ALEXANDER PROUDFOOT, the management consultancy and staff training group, yesterday announced a slight increase in profits in spite of difficult conditions in its important North American market.

The company reported pre-tax profits of £48m (£46m) in the year to December 31, in line with expectations and aided by higher interest gains.

Mr Neil Hamilton, finance director, said the results were "very pleasing". Proudfoot's order book is about 10 per cent higher than a year ago. "We are very well positioned as the economies of the world develop," he said. Turnover slipped slightly to £176.4m (£178.5m), mainly due to a decline in North America, where turnover fell to £58.8m (£58.8m).

North America's share of total turnover slipped to 33 per cent (37 per cent).

Operating profits fell to \$44.2m (\$45.2m). But net interest receivable rose to £3.78m (£3.88m) mainly due to lower servicing costs for the company's near-£20m debt, which is largely dollar denominated. The company held net cash of £24.4m at the year-end.

Last April's sale of BAS, the debt collection subsidiary, raised an extraordinary profit of £2.09m.

Fully diluted earnings increased 4.8 per cent to 45.5p (43.4p). The directors recommended a final dividend of 13.5p to make a total of 19.5p (19p).

Indevro, the Scandinavian consultancy acquired last September for £12m cash, made a small undisclosed contribution. Mr Hamilton said Indevro would start to perform in the second half of this year and its margins, of about 8 per cent, could be improved.

COMMENT

Maintaining margins around 27

per cent through a recession, as Proudfoot has managed to do, is no mean feat, even if it does prompt some clients to start asking questions. Nevertheless, Proudfoot's cautious statement about the outlook was sensible, even if such circumspection worried the market slightly. The US is not convincingly out of recession, nor are the company's main European markets of the UK, France and Germany easy to

First-half profits are likely to be depressed by investment in new products and translation costs for existing course material, even though turnover will be lifted by a full contribution from Indevro. Full-year forecasts of £50m-£61m put the shares on a multiple of less than 8 with an attractive 7 per cent yield.

They are worth holding, but potential buyers may prefer to wait until the interim stage to assess how quickly any upturn is coming through.

NEW ISSUES April 8, 1992



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COMPANY NEWS: UK

Acquisitions help Ocean to £51m

By Richard Gourlay

OCEAN GROUP, the marine freight and environmental services conglomerate, yesterday revealed a 6 per cent increase in 1991 profits helped by acquisitions and a lower interest charge following last year's rights issue.

Pre-tax profits rose from £48m to £51m on sales up 22 per cent at £1.36bn.

Stronger performances in the freight and distribution and marine divisions were offset by a halving of the contribution from environmental services.

Earnings after the £38m rights issue fell to 34.9p (27p) and a final dividend of 9.62p makes a 14.33p (14.2p) total.

Mr Nicholas Barber, chief executive, said organically the group grew 5 per cent.

The group took market share to expand freight and distribution division operating profits by 7 per cent to £22m despite City fears that this was a prime candidate to be hit in recession.

Operating profits at MSAS, the freight forwarding company, and at McGregor Cory, the storage and distribution



Nicholas Barber: organically, the group grew 5 per cent

company, rose 15 per cent and 25 per cent respectively.

In the marine services division, profits grew 20 per cent to £30.5m, a result that was unlikely to be repeated this year as cash flow constraints hit exploration, Mr Barber said.

Gearing at year-end had fallen to 10 per cent, compared to 50 per cent in December 1990, and Mr Barber expected the level to be about 20 per cent by the end of 1992 assuming a capital spend broadly unchanged at about £50 to £70m.

COMMENT

One might not choose to be in freight forwarding and energy related businesses with recession stalking the OECD countries and oil prices languishing below \$20. Yet Ocean has been remarkably resilient, a credit to the management that has turned the old asset-heavy Ocean Transport & Trading into a leaner mini-conglomerate. The turn down in North Sea activity since September will not help but Ocean has locked in 60 per cent of 1992 offshore revenue with long term charters and is anyway well positioned in more profitable locations like south-east Asia. On the distribution side, McGregor Cory's new sites should benefit the group just when freight forwarding's growth through increased market share might be expected to be petering out. Nevertheless, in the absence of a dramatically higher oil price and OECD growth rate, Ocean is unlikely to excite. Analysts estimate pre-tax profits this year only marginally higher at £54m, giving earnings of 24.5p and a fully priced prospective multiple of 13.

Martin Currie to take over PHIT

By Philip Coggan, Personal Finance Editor

MARTIN CURRIE Pacific has agreed to take over fellow investment trust Pacific Horizon in an all-share deal.

The takeover comes one month after a merger between CST Emerging Asia Trust and Pacific Horizon broke down. CST's board then said that "the value realisable by CST's shareholders as a result of the proposals was uncertain" and that "PHIT's portfolio and performance, in terms of the decline in net assets per share since launch, provided no grounds for selecting PHIT as a merger partner."

However, Mr Michael Kennedy, of Martin Currie, said the takeover took account of the uncertain element of Pacific Horizon's portfolio.

About 11 per cent of the portfolio, consisting of investments

in illiquid closed end funds, was being excluded from the terms of the offer. These holdings will be sold separately and the proceeds distributed to Pacific Horizon shareholders.

Martin Currie Pacific will offer shares at 92 per cent of the formula asset value (FAV) of the rest of Pacific Horizon's portfolio; this offer will be increased to 93 per cent of FAV if warrant holders approve the deal.

Some 53 per cent of Pacific Horizon shareholders have agreed to accept the offer, which is recommended by the PHIT board.

Pacific Horizon, which is managed by Jupiter Tyndall, was launched in 1989 out of the ashes of the Australia Investment Trust.

Shares in the trust were initially offered at 50p; they closed yesterday at 35p, up 2p on the day.

Cadbury Schweppes gets German sweet foothold

By Guy de Jonquieres, Consumer Industries Editor

Cadbury Schweppes is to acquire a foothold in the German confectionery market with the cash purchase of 70 per cent of Piasten Schokoladenfabrik Hoffmann, a privately-owned Bavarian chocolate and sweets manufacturer.

No price was disclosed. Cadbury said its planned holding had a net book value of DM3.5m (£1.23m) and would contribute 2p per share to its earnings next year. The balance sheet impact of the deal was negligible.

Piasten, which has 439 employees and its own sales force, had sales of DM128.1m in the year to June and is said to

be profitable. It is a leader in the German boxed chocolate assortment market and also sells chocolate liqueurs and bars, chocolate covered sweets and sugar confectionery.

Cadbury said the deal would allow it to introduce some of its confectionery products in Germany and provided low-risk access to central and eastern European markets, particularly Poland. Piasten products might also be sold through Cadbury's operations in other parts of Europe.

The deal, which is subject to approval by the Federal Cartel Office, gives Cadbury an option to buy the remaining shares in Piasten at a price based on the partial acquisition terms.

Overseas side behind 20% fall at Independent News

By Tim Coone in Dublin

INDEPENDENT Newspapers, the Irish newspaper and publishing group, yesterday reported a 20 per cent drop in pre-tax profits, from £9.9m to £7.9m (£7.45m), for the year to December 27.

Turnover of the group's worldwide operations was marginally up at £155.8m (£154.9m). Exceptional costs amounting to £3.2m related to redundancies and the unsuccessful bid for Australia's John Fairfax newspaper group accentuated the profits fall from the company's overseas markets.

However, Mr Liam Healy, group chief executive, said that growth in advertising and circulation revenues in the home market helped the domestic operations increase profitability. Turnover in Ireland

totalled £120m, giving operating profits of £13.5m. The overseas arms made £2.6m on turnover of £135m.

Net interest charges were halved to £2.53m (£2.11m) after debt was reduced to £2.8m (£4.76m) at the year-end. The cut in debt was largely due to the raising last April of £30m in a convertible capital bond and the repayment of an A\$20m loan, relating to the investment in Australian Provincial Newspapers.

Earnings per share declined to 18.9p (£2.77p). A final dividend of 5p (£.5p) is recommended for 14p (13p).

Following the failure of its Fairfax bid, Independent is now interested in taking a stake in Mirror Group Newspapers. "If shares were put up for sale by the administrator, we would take a look," said Mr Healy.

No date set for GPG return

By Nigel Clark

THE DATE of GPG's return from suspension is still not known. When questioned at yesterday's annual meeting, Sir Ron Brierley, chairman of the investment vehicle, said that the company was still in discussions with the Stock Exchange.

An announcement would be made when appropriate. He added that he hoped it would not be too long as the circumstances in which the company had been suspended no longer applied.

Sir Ron refused to appoint non-executive directors and

facied strong questioning about the choice of preparing the accounts under the Financial Reporting Exposure Draft 1, which has not yet been adopted.

The call for non-executives was made in connection with a share option scheme for directors and management. Sir Ron said he was a non-executive director and also thought that the existing management should be able to take responsibility for the scheme, under which he would benefit.

The choice of the new draft was made, according to Sir Ron, because it was topical when the accounts were pro-

duced and he thought it would be adopted in the near future. He added: "I feel that it is a very good and simple concept which provides a realistic picture of the company."

Under the new draft earnings per share came out 3.38p for 1991 after a substantial exceptional write-down which almost halved the value of balance sheet assets. The losses compared with £334,000 in 1990.

Mr Bill Gammell, chief executive, said the decision to make a £24.5m write-down reflected a "greater degree of realism" across the oil industry. The write-down partly covers gas-producing assets in the US and some of the company's stakes in North Sea oilfields.

The company would have made a profit of £1.2m last year if it had continued with its previous policy on depletion charges, but Mr Gammell said he did not want the charge to dominate the profit and loss account in future.

Other independent oil companies, including Lasso, Clyde, and Aran, have made accounting changes which depressed profits in 1991. The oil sector is currently coming under extreme pressure from low oil prices and a weak dollar.

Cairn's write-down leaves its oil and gas assets on the balance sheet at £31.8m against shareholders' funds of £19m. Turnover increased to £12.5m (£9.85m) but losses per share plummeted to 113.7p (£1.5p). Production increased to 1,706 (1,638) barrels of oil a day and 15.5m (14.7m) cu ft of gas a day.

Cairn £28m deficit after write-downs

By Deborah Hargreaves

Cairn Energy, the oil and gas explorer, surprised the City with pre-tax losses of £27.6m for 1991 after a substantial exceptional write-down which almost halved the value of balance sheet assets. The losses compared with £334,000 in 1990.

Mr Bill Gammell, chief executive, said the decision to make a £24.5m write-down reflected a "greater degree of realism" across the oil industry.

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Static year for George Weston

George Weston Foods, the Sydney-based food company controlled by Associated British Foods, returned static profits for the year to January, writes Bruce Jacques in Sydney.

Net profits were steady at £449.3m (£415.5m) on a small sales gain to A\$939.6m. The annual dividend is held at 14 cents with a same-again 9.5 cents final.

Poor market conditions prevented the company from reaping the rewards of cost cutting during the year. The Queensland bread operations suffered significant losses and overall bakeries results were hit by higher wheat prices and a consumer move to discount brands.

Trading margins had not improved so far in the current year.

Frederick Cooper shows 14% decline to £1.96m

By Paul Chesswright, Midlands Correspondent

PROFITS of Frederick Cooper, the West Midlands-based architectural hardware, specialist coatings and electrical products group, fell by 14 per cent from £2.29m to £1.96m pre-tax for the six months to January 31.

However, the interim dividend is maintained at 1.5p from lower fully diluted earnings of 2.5p per share against 3.2p.

Mr Eddie Kirk, chairman, said trading conditions during the second half had weakened. "...and, as yet, there are no signs of recovery in our markets."

Turnover was relatively static at £41.4m but profits were bolstered by an excep-

tional credit of £212,000, representing the net contribution of a pension surplus of £400,000 and proceeds from a property disposal offset by rationalisation costs.

During the period, specialist coatings sold at record levels - largely because of the German market.

However, architectural hardware sales, held back by the weakness of the UK construction industry, slipped by 7 per cent and the electrical products division fell into loss.

So far in the second six months the electrical products division has moved back to profit, but February and March were poor for architectural hardware, which now accounts for 60 per cent of group turnover.

NEWS DIGEST

Stylo shares dive 30p on £9m deficit

LOSSES AT Stylo, the footwear manufacturer and retailer, continued to build up through the second half and for the year to February 1 totalled £9.06m at the pre-tax level.

The deficit, which compared with sharply reduced profits of £1.67m for the previous year, was incurred from turnover of £91.9m (£87.5m).

Losses per share emerged at 42p (4.07p earnings) and the annual dividend is cut to 2.5p (9p). The shares fell 30p to 143p.

Mr Arnold Ziff, chairman, blamed the loss on a number of factors, including the increase in VAT.

He explained that as all of the company's shoes for the summer and autumn seasons had already been purchased and because of competitive pressures it was unable to pass the rise on to customers.

As a consequence, gross margins suffered. Other factors included wages, rents, over-buying and inadequate cost controls.

Mr Ziff said a number of management changes had been made and "I trust that most of the mistakes of our own making will now be eliminated".

Hall Engineering sells site to Safeway

Hall Engineering has conditionally agreed to sell to Safeway 7.2 acres of its 95 acre site in Stafford, formerly occupied by its BRC subsidiary.

Consideration is £5.06m, of which £25,000 has been paid as a non-refundable deposit, with the balance due on completion. Under the agreement Safeway has 2 1/2 years to obtain

planning permission for a retail foodstore.

Modest net asset value rise at CSC

The net asset value of CSC Investment Trust was 106.42p at December 31, a rise of 4.3 per cent over the year.

Net revenue amounted to £84,706 (£87,272), equal to earnings of 5.15p (£5.31p) per share. A recommended final dividend of 3p brings the total for the year to 5p (7.2p).

Operating margins down at Blockleys

Blockleys, the Shropshire-based brick and pavior manufacturer, suffered a £2.23m downturn in profits to £1.06m pre-tax for the 1991 year.

The 68 per cent decline came from turnover 28 per cent lower at £10.3m. Operating margins fell from 30.9 per cent to 21.4 per cent.

The policy of selling its products at full list price caused increased stock levels during the year and in May, output was reduced by the adjustment of shift working at one factory.

Directors said that planned output for 1992 was geared to the projected sales level for the year and no further significant stock increases or reductions in output were envisaged.

Earnings of 2.48p per share compared with 9.18p previously. The final dividend is halved to 1.43p making a 3.88p (4.81p) total.

Publishing behind fall at Magnolia

Magnolia Group, the Southend-based picture frame moulding and publishing company, saw pre-tax profits dive from £1.05m to £401,000 over the 1991 year.

The outcome - struck after exceptional restructuring costs of £101,000 (£106,000) - came on turnover down to £21.8m (£23.5m).

Mr Kurt Scharf, chairman, said the recession had severely affected the whole range of the group's customers, particularly in the publishing division. Gross margins held up well, however, in the moulding wholesale business.

Interest charges took £304,000 (£312,000). Gearing at the year-end was cut by 1 percentage point to 17 per cent.

Earnings per share declined from 11.15p to 4.65p, but the total dividend is maintained at 5.4p with a same-again final of 5.65p.

Shepherd Neame adds to pub estate

Whitbread has leased 60 pubs in south-east England to Shepherd Neame, the independent Kent brewer.

The deal increases the size of Shepherd Neame's estate to 375 pubs. During the past two years it has bought a total of 54 pubs from Allied-Lyons, Bass, and Courage.

Sterling Trust down to £3.36m

Sterling Trust, the USM-quoted second mortgage company, returned profits of £3.36m pre-tax for 1991, a 49 per cent fall from last year's £6.6m.

The 1990 figure, however, included £3.8m profit on investment activities. In December of that year the company repaid shareholders £3m in cash.

Turnover amounted to £18.8m (£23.1m). Interest charges were cut to £9.44m (£11m) and tax took £1.53m less at £1.09m.

Earnings emerged at 10.7p (7.9p). There is no final dividend as a second interim of 5p was paid in January making 5p

for the year. For 1990 shareholders received 10p, including a 5p special payment.

Sykes-Pickavant suffers further fall

Sykes-Pickavant Group, the USM-quoted manufacturer and distributor of automotive, industrial and DIY tools, saw a further decline in profits in 1991 following a 25 per cent fall in 1990.

The 39 per cent setback this time to £731,000 (£1.19m) pre-tax came on turnover virtually unchanged at £18.2m.

Directors said that the results had been particularly affected by the state of the motor industry.

Earnings per share emerged at 5.25p against 8.33p but the total dividend is held at 5.75p with a proposed maintained final of 3.5p.

Richards declines 30% to £1.02m

Pre-tax profits of Richards Group, the specialist engineer, fell by 30 per cent from £1.48m to £1.02m, in the year to December 31.

Mr Peter Hodgson, chairman, said the results represented a considerable achievement by the principal Steel Support Systems subsidiary.

Turnover amounted to £13.1m against £12.2m which included turnover relating to businesses disposed of during 1990.

Earnings per share dropped to 9.18p (12.01p) and an unchanged final dividend of 3.75p is proposed to maintain the total at 4.4p.

Countryside Props development sold

Countryside Properties, the commercial, residential and industrial property developer

and investor, has forward sold its 74,300 sq ft office development at Chatham Maritime, Kent, to Laser Richmond Enterprise Zone Property Trusts for £18.2m.

The scheme shows a net initial yield of 7 per cent and a post-tax yield of 11.02 per cent with a leaseback of up to 27 years to Countryside until individual buildings are let.

Black & Edgington reduces losses

Black & Edgington Group, a manufacturer and supplier of tubular steelwork, announced reduced losses, from £5.78m to £1.96m pre-tax, for the six months to January 31.

Mr David Gordon, chairman, pointed out that the group traditionally incurred a loss in the first half.

Turnover of this USM-quoted group, which changed its name from Tubular Edgington in January, was £2.88m (£4.77m) and losses per share worked through at 0.4p (8.1p).

Unilever sells animal feeds business

Unilever has agreed to sell Paul & Vincent, its Irish animal feed business, to Southern Milling for an undisclosed sum.

The company employs some 80 people in the manufacture and marketing of animal and fish feeds. It has two mills, at Edgeworthstown and at Kilmallock; sales in 1991 were approximately £20m (£18m).

Ossory joint venture makes £22m buy

Ossory Estates has bought the long lease on Hartlepool's main shopping centre for £22m from Hartlepool Borough Council.

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Gary L. Perlin Senior Vice President-Finance and Treasurer

Linda K. Knight Vice President and Assistant Treasurer

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declared dividend yield after pending scrip and/or rights issue, were hit or reorganization in progress.

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CURRENCIES, MONEY AND CAPITAL MARKETS

FOREIGN EXCHANGES

Yen takes centre stage

THE YEN took centre stage in London yesterday, as another steep fall in Tokyo stocks prompted worries that Japanese banks would repatriate their money to prop up weakened balance sheets, Emma Tucker writes.

The Nikkei's 816 point drop in Tokyo prompted the market to dwell on three scenarios: that Japanese investors would move funds abroad; that foreign investors would move out of yen; that Japanese institutions would bring their money home. The latter argument dominated.

"Repatriation has been the buzz-word all day and it's shaken a lot of people out of long yen positions," said one US bank trader.

A modest rally by the dollar in the morning was stopped when Wall Street opened. A sharp 50 point slide of the Dow Jones average, on top of Tuesday's 62 point plunge, was just another factor making investors nervous about holding US assets, they are already worried about faltering Tokyo stock prices, a feeble US recovery and political concerns in Europe.

By mid-afternoon the dollar stood at DM1.6255/65 after a DM1.620/30 finish in Asia and

at Y132.5/32 from Y132.3/39. It closed in London at DM1.6255.

Mr Steven Barrow, an analyst at Chemical Bank in London, said no clear trend for the dollar emerged yesterday.

"The market is still unclear about the US recovery and what sort of momentum it has," he said.

Meanwhile, sterling continued to look pretty against the D-mark in the face of political uncertainty. Rumours that an NOP poll would put the Conservatives 3 points ahead of the Labour Party swept through the markets in the morning.

Even though the findings could not be confirmed until the evening.

"It was an obviously silly rumour, but perhaps it helped pull the pound up a bit," said one analyst.

The UK currency opened at DM2.5392, rose to a high of

DM2.8454 in late trading, to close at DM2.8425. On the US dollar it was static at the \$1.75 mark for most of the session.

The escudo, still a very volatile currency, ended its third day in the ERM on a softer note at DM86.07/12 from DM85.70/75 on Wednesday night. Traders said the slip may have helped sterling.

"Perhaps the market was anxious that the escudo could put pressure on sterling by rising strongly within the EMS, but that has not happened," said an analyst.

It remained the EMS grid's second highest currency, after the Spanish peseta, but slipped back to 4.69 per cent above its pivot rate against sterling from 5.27 per cent.

However, despite its gains elsewhere, the pound ended against the Spanish currency at Pta180.58/82, the lowest level permitted by the ERM.

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FINANCIAL FUTURES AND OPTIONS

LIVE LONG-TERM FUTURES

Settlements as of 2004-4				
Strike	Calls-settlements		Puts-settlements	
	Jun	Sep	Jun	Sep
90	3-40	4-15	0-22	0-41
91	2-52	3-30	0-34	0-56
92	2-05	2-51	0-51	1-13
93	1-29	2-32	1-11	1-38
94	0-52	1-41	1-44	2-03
95	0-39	1-15	2-21	2-41
96	0-24	0-58	3-06	3-20
97	0-14	0-42	3-60	4-04
Estimated volume total Calls 7401 Puts 8409				
Previous day's open int. Calls 63009 Puts 61161				
LIVE ESTIMATED VOLUME				

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NASDAQ NATIONAL MARKET

3:00 pm prices April 1

[illegible]

3:00 pm prices April 8

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AMERICA

Dow falls for second day in nervous trading

Wall Street

CONTINUED WEAKNESS in Japanese stocks, concern that US markets are over-priced and another wave of index-related program selling pushed Wall Street sharply lower for the second day, writes Karen Zagor in New York.

At 1.30 pm, the Dow Jones Industrial Average was 49.19 lower at 3,164.36 on heavy volume after losing 51.94 to 3,216.35 on Tuesday.

Sentiment was decidedly negative, with declining issues leading advancing by a ratio of 5 to 1 on the big board. The Dow's lowest close of the year was 3,172.41 on January 2.

The declines were less dramatic in other market indices, which analysts said had started to correct ahead of the Dow. At 1 pm, the broadly-based Standard & Poor's 500 was down 4.89 at 393.16, while the Nasdaq composite tumbled 13.65 to 567.95.

Bank stocks were particularly hard hit by the erosion in their Japanese counterparts. Rumours that a Japanese bank had failed to make a payment on a swap contract hurt shares in J.P. Morgan and Bankers Trust, which dropped 1 1/2 to

\$52 1/2 and \$2 1/2 to \$50 1/2 respectively.

In addition, BankAmerica tumbled \$1 1/2 to \$38 1/2 and Citicorp eased \$ 1/2 to \$14 1/2.

IBM was one of the few blue chip issues to buck the downward trend yesterday morning, adding 1 1/2 to \$83 1/2. The improvement was attributed to a higher rating of the stock by Merrill Lynch.

A number of other blue chips fell yesterday morning in active trading. RJR Nabisco Holdings lost \$ 1/2 to \$9 1/2. AT&T edged \$1 1/2 lower to \$40 1/2. General Electric lost \$ 1/2 to \$7 1/2 and General Motors fell \$ 1/2 to \$37 1/2.

Wal-Mart continued to see active trading following the death of the company's founder earlier this week. The stock, which had moved higher immediately after the news of the death of Mr Sam Walton, lost \$1 yesterday to \$50 1/2.

The weakness in technology and retail issues underscored the market's concern about the rate of economic recovery in the US.

Among big retailers, Sears eased \$ 1/2 to \$44 1/2. Woolworth lost \$ 1/2 to \$28 1/2, and the Limited fell \$ 1/2 to \$26 1/2.

In the secondary market, Apple Computer dropped \$1 1/2 to

\$56, Intel lost \$ 1/2 to \$56 and Microsoft eased \$ 1/2 to \$115 1/2. Among other featured issues, Teledyne plunged \$4 1/2 to \$23 after electronics equipment company posted first quarter operating profits of 21 cents a share, against 28 cents a year earlier.

Primerica, which owns Smith Barney Harris Upham, fell \$1 1/2 to \$36 1/2, on fears that securities sector may not be able to maintain its record earnings.

Canada

TORONTO stocks settled into a narrow range at midday after a mid-morning pummeling sent the market tumbling by 37 points or slightly more than 1 per cent.

The TSE 300 composite index stood 36.2 lower at 3,300.6, with the utility index the only one of the 14 indices to sustain any gains.

Declines led advances by 405 to 102 on volume of 17.5m shares valued at C\$192.8m.

Among active issues, Great-West Life fell C\$ 1/2 to C\$14 1/2. Bombardier class B slipped C\$ 1/2 to C\$15 1/2. Bank of Nova Scotia eased C\$ 1/2 to C\$19 1/2 and National Bank slipped C\$ 1/2 to C\$9.

EUROPE

Paris worst hit as bourses contain losses

PARIS was the worst hit on the Continent, as other bourses contained their losses, writes Our Markets Staff.

PARIS suffered more than other European bourses because of its gearing to Wall Street. The CAC 40 index fell 67.90 or 3.4 per cent to 1,907.48 as turnover accelerated to FF2.8bn at the close from just FF1.2bn at lunchtime.

Euro Disney was one of the day's most conspicuous fallers, losing FF7.40 to FF141.50 in trading of 2m shares. The stock has been depressed by an increasing number of sell notes from brokers and there were also reports that analysts and fund managers had not been impressed by their visit to the theme park this week. Worries about Euro Disney's rapid turnover of staff and fears of industrial action by Parisian RER train drivers and the domestic airline Air Inter also weighed on the stock.

Alcatel fell back FF2.20 to FF395 after its recent rise. After the close it reported a 20 per cent increase in net attrib-

FT-SE Eurotrack 100 - Apr 8									
Hourly changes									
Open	10 am	11 am	12 pm	1 pm	2 pm	3 pm	close		
1145.88	1145.38	1143.84	1143.10	1143.65	1144.14	1142.20	1143.45		
Day's High				1145.94	Day's Low			1140.95	
Apr 7	Apr 6		Apr 3	Apr 2		Apr 1			
1155.62	1155.59		1144.80	1148.08		1141.13			

Base value 1000 (20/10/82)

utable profit to FF6.18bn, ahead of expectations of FF5.9bn.

FRANKFURT was cautious ahead of the result of arbitration in the public service sector pay dispute. The deadline was due to expire last night.

The DAX index closed down 15.41 or 1.1 per cent at 1,720.01, up from its intraday low of 1,717.52. The FAZ index, calculated at mid-session, shed 9.43 to 702.06. Turnover fell to DM5.4bn from DM6.7bn.

News that Volkswagen was recalling 650,000 Golf and Jetta cars in the US to correct a problem connected with the cooling system pushed the shares down DM5.50 or 2.3 per cent to DM366.50. Volkswagen

is understood to have made provision for the problem, which could cost up to \$100 per car. Other car stocks were weaker: BMW was down DM5.5 at DM575 and Porsche DM3 lower at DM550.

BHP Bank became the latest bank to report strong 1991 earnings results with group net profit up 11 per cent. Its shares fell 40 pgs to DM433.60 in spite of news that the first quarter of 1992 had been positive and forecasts of steady growth for the rest of the year.

Other bank shares were depressed: Deutsche Bank slipped DM7.5 to DM710.50 and Dresdner Bank was DM3 weaker at DM390.50.

The shipbuilding and engi-

neering group Bremer Vulkan bucked the trend after it announced that it was to pay its first dividend in 15 years. It closed up DM1.30 at DM78.60.

MILAN continued to fall, depressed by the overnight declines in Tokyo and New York, and political uncertainty. The Comit index fell 6.65 or 1.3 per cent to 496.74 in turnover of around L100bn after L83.4bn.

Among leading stocks, Fiat fell L60 to L4,710, Montedison shed L22 to L1,325 and Generali dropped L480 to L28,300. San Paolo, the recently-listed bank, dropped L55 to L11,950.

Telecoms showed some resilience. Sip rose L3 to L1,444 after announcing a rise in the 1991 dividend, which came as a surprise to some analysts. Stet eased L39 to L2,109. Benetton lost L30 to L13,320, supported by US buying.

AMSTERDAM was weakened by Wall Street. The CBS Tendency index was 1.6 lower at 126.5 in turnover of F1600m.

Philips, which announced that it was to exercise its option to purchase 5m shares in Blockbuster of the US, the world's largest video rental company, finished 30 cents down at F136.40.

A forecast of strong earnings in 1992 from Nijverdal-Ten Cate lifted its shares by F12.80 to F108.50. The plastics manufacturer also said it was launching a F100m convertible bond. IHC Caland, the dredging-to-engineering group, put on F1.20 to F165.00 after telling a London presentation that it expects good 1992 earnings.

ZURICH closed 1 per cent lower with the SMI index down 23.4 at 1,827.1. Roche certificates eased SF90 to SF93.100 and Nestlé bearers were SF70 weaker at SF9,430.

BRUSSELS closed at its lowest level since mid-February. The Bel-20 index shed 17.73 to 1,170.34 in turnover of BF570m.

LISEBON bucked the global trend, the BTA index rising 13.8 to 2,094.2.

Selective buyers spell end of a blind man's market

Damian Fraser on the stalling of the Mexican bolsa

The Mexican stock market, which rose an impressive 30 per cent in the first two months of the year, has shown its first sign of jitters. In March it inched up just 0.3 per cent, and so far this month the market has dropped by 7.2 per cent.

New issues cause much of the concern. In the past month Mexican companies have raised just under \$2bn in the domestic and international markets, led by Grupo Financiero Bancomer for \$837m, Cemex for \$608m, and ICA in an initial offering of about \$400m which is due to close this week.

Banacci, comprising Banamex, is expected to announce an offering for hundreds of millions of dollars, while the government intends to sell a further 5 per cent of Telmex for between \$1.3bn and \$1.5bn in May or June.

The Cemex offering suggests that US investors might finally have had their fill of Mexican paper, since it fell significantly short of the \$700m expected. European demand proved high, but US investors, already substantial holders of Cemex, were less enthusiastic.

Stockbrokers are advising investors to choose their shares more carefully, warning that this is no longer a blind man's market. In its monthly report, Vector, the Mexican brokerage, says: "The real possibility of adjustments to the market underlines our strategy of selectivity." Likewise Mr Roger Frank of James Capel says: "This year it is a stock picker's market," and he advises clients to restrict themselves to construction stocks, Telmex, the telephone monopoly, and Cifra, the retail store.

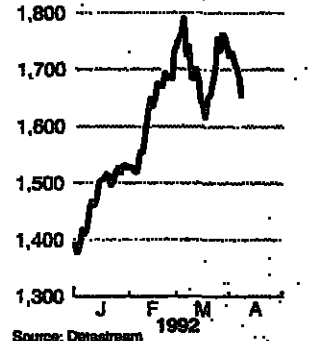
Investors remain worried about the prospects for the

North American Free Trade Agreement, which is unlikely to become law in the US this year. If negotiations break down, a signing next year becomes doubtful, and the market could fall further, says Mr Scott Kalb of Smith Barney in New York.

Similarly, there is the ever-present risk of bad economic or political news - from Mexico

Mexico

FT-A World Index in \$ terms



or the US - upsetting Mexico's delicate political and financial equilibrium. In particular, the credibility of Mexico's quasi-fixed exchange rate - crucial to gains made in the bolsa - depends on falling inflation and large capital inflows to finance the growing trade deficit (\$11.16bn in 1991).

So far the financial evidence has vindicated the government's economic policy: economic growth slowed to 3.6 per cent at the end of last year, reducing fears of overheating; foreign inflows of capital easily cover the current account deficit; inflation, while much higher than the government's over-optimistic forecasts, is falling; and interest rates are 5 percentage points lower than in early January.

Best of all, corporate profits

have beaten all expectations, keeping the market's prospective price/earnings ratio around 12.6 in spite of the whole market more than doubling in price last year. In 1991, average profits were up about 50 per cent in real terms.

Mexico has thus remained popular with international investors, which explains why its companies have been able to raise almost \$2bn of equity in one month. Total foreign investment equaled \$2.48bn at the end of March, according to figures from the Prime brokerage, up 32.4 per cent from the end of December, and about one fifth of market capitalisation (and much higher proportion of the market float). Investment in Mexican American Depositary Receipts (ADRs) increased from \$2.2bn at the beginning of 1991 to \$17.9bn at the end of February this year, reflecting the high demand for Mexican stock by investors who are not allowed or find it too cumbersome to invest directly in the Mexican bolsa. More than 20 Mexican companies now have stock traded in the US.

The trend represents a *de facto* integration of Mexico's stock market with Wall Street, so much so that Mexican share prices are often at the mercy of foreign investors. When the government recently announced the sale this year of another 5 per cent of Telmex, the Mexican stock market fell sharply as US investors sold their ADRs.

In the long run this dependence on Wall Street may ease as new Mexican pension funds provide domestic support. Until then, foreign investors will provide much of the impetus, and when they feel nervous, the bolsa inevitably falls.

ASIA PACIFIC

Nikkei briefly breaches 17,000 in fresh drop

Tokyo

THE NIKKEI average dropped another 3.5 per cent yesterday, briefly breaching the 17,000 level in the last hour of trading, as investors were unnerved by Tuesday's weakness on Wall Street and the sharp decline in the Nikkei futures on the Chicago Mercantile Exchange, writes Emiko Terazono in Tokyo.

The 225-issue average was finally 616.02 lower at 17,175.53, after opening at the day's high of 17,742.97 and falling as low as 16,882.31 in the afternoon. The index last closed below 17,000 on November 7, 1986.

Volume for the session picked up to 330m shares from 200m, boosted by buying by a leading Japanese brokerage house and investment trust after the Nikkei fell through 17,000.

The Tokyo index of all first section stocks plunged 59.89 or 4.7 per cent, the sharpest single day's fall for this year, to 1,219.88, the lowest finish since April 1986. Declines predominated over rises by 955 to 49, with 39 issues unchanged. A total of 775 stocks registered new lows for the year. In London, the ISE/Nikkei 50 index shed 4.97 to 977.11.

While traders said the market fell in an "orderly" manner, the lack of buying interest increased pessimism. "Nobody is talking about support levels any more," commented Miss Caroline Stone at Barclays de Zoete Wedd.

Continued weakness in banking shares dragged down other sectors. The Nikkei 500 banking index lost a further 3.8 per cent on concern about increasing bad debt at the banks, especially real estate-related loans. The fall in bank shares put pressure on companies to liquidate cross-holdings with banks of lower strategic importance. Traders noted selling by

middle-sized life insurers, traditionally stable shareholders of banks.

Industrial Bank of Japan, seen as a benchmark for the banking sector, ended Y190 weaker at Y1,330 on heavy selling. Fuji Bank, which expects heavy losses due to its involvement with the fraudulent loan scheme scandal last year, ended Y110 to Y1,160. Fuji is also the leading lender to Toshiba, the contractor and real estate developer, which announced a restructuring scheme last week.

Speculative issues also plunged. The sharp falls in the market have depressed values of collateral for margin trading. Clarion, the most active stock of the day, dropped Y100 to Y630, against Y100 to Y630.

Industrial blue chips were sold. Nippon Steel slipped Y9 to Y291 and Mitsubishi Heavy Industries fell Y50 to Y510. Some electrical issues were

bought by foreign investors. Pioneer Electronic rose Y40 to Y3,800 and Sumitomo Electric remained unchanged at Y965.

However, leading electronics companies lost ground. Hitachi shed Y17 to Y771 and Sony Y10 to Y4,010.

In Osaka, the OSE average surrendered 94.88 to 18,545.34 in volume of 11.9m shares.

Roundup

THE FALLS in Tokyo and on Wall Street undermined Pacific Rim markets.

AUSTRALIA regained some ground after falling to the day's low of 1,552.4, but still recorded its lowest finish for seven months. The All Ordinaries index ended a net 29.4 off at 1,554.4 in turnover of A\$23.1m, against A\$23.5m.

Industrial shares were the hardest hit: BHP lost 28 cents to A\$18.24, News Corp 52 cents to A\$17.30 and Foster's Brewing 10 cents to A\$1.99. Banks

were weaker, with Westpac slipping 12 cents to A\$7.59 and Commonwealth down 9 cents to A\$7.06.

NEW ZEALAND closed at a six-month low, with the NZSE-40 index down 10.03 at 1,380.50. Among blue chips, Brierley was 2 cents easier at 90 cents, Fletcher Challenge off 2 cents at NZ\$3.34 and Telecom a cent cheaper at NZ\$2.01.

HONG KONG retreated by 2 per cent to its lowest closing level since February. The Hang Seng index lost 98.85 to 4,827.58 in turnover of HK\$2.13bn, after HK\$1.77bn.

SINGAPORE recorded a six-month low, the Straits Times Industrial index ending 21.36 weaker at 1,364.37 in volume of 42.9m shares, after 22.1m.

Foreign shares in Singapore Airlines slipped 60 cents to S\$17.70 on speculation that it intends to cut fares to compete with other airlines.

KUALA LUMPUR pulled back from the day's nadir of

S\$71.47 in late trading, the composite index finishing down 12.55 at S\$73.51. Volume came to 28.3m shares. Tanjong declined 60 cents to S\$11.20.

SEOUL slid to a new low for the year. The composite index ended 6.12 weaker at 572.97 in turnover of Won247.5bn.

Sammi Steel reversed recent falls to close Won200 better at Won5,020. The shares have been depressed by rumours that the company might merge with its parent.

MANILA was pulled lower by profit-taking. The composite index dipped 3.38 to 1,135.99 in turnover of 221.7m pesos.

TAIWAN's political uncertainty depressed sentiment as the weighted index lost 61.22 to 4,552.48. Turnover increased to T\$17.7bn from T\$12.27bn.

BANGKOK was driven lower by nervousness about the composition of the new government. The SET index relinquished 3.48 to 828.91 in turnover of B\$6.6bn.



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FT-ACTUARIES WORLD INDICES

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REGIONAL AND NATIONAL MARKETS		TUESDAY APRIL 7 1992										MONDAY APRIL 6 1992										DOLLAR INDEX	
Figures in parentheses show number of lines of stock		US Dollar Index	Day's Change	Pound Sterling Index	Yen Index	DM Index	Local Currency Index	% chg on day	Gross Div. Yield	US Dollar Index	Pound Sterling Index	Yen Index	DM Index	Local Currency Index	1992 1992	Year ago (approx)							
Australia (69)		144.38	+0.3	122.39	121.61	121.98	125.90	+0.4	4.38	143.98	121.94	120.73	121.34	125.40	153.08	141.93	198.80						
Austria (19)		170.31	+0.7	144.37	143.48	143.89	144.06	+1.0	2.01	169.13	144.16	143.82	144.53	146.83	146.70	154.69	208.60						
Belgium (46)		140.19	+0.6	118.83	118.07	118.43	115.84	+0.7	5.25	139.37	118.14	116.85	117.45	114.79	145.19	136.59	194.80						
Canada (115)		125.53	-1.8	107.25	106.57	106.89	108.89	-1.6	3.37	128.52	108.85	107.76	108.30	110.61	142.12	128.53	193.18						
Denmark (35)		231.34	-0.3	196.10	194.86	195.44	198.38	-0.1	1.84	232.15	196.82	194.89	194.84	198.63	173.25	172.22	208.80						
Finland (15)		75.65	-0.8	64.12	63.73	63.92	70.32	-0.8	2.07	76.29	64.17	63.70	64.17	68.30	72.40	73.84	123.48						
France (107)		158.12	+0.2	134.68	133.81	134.21	137.13	+0.0	3.30	158.16	134.20	133.45	134.12	137.07	158.18	148.06	142.88						
Germany (65)		121.50	+0.2	102.98	102.35	102.85	102.85	+0.9	2.24	120.78	102.77	101.27	101.77	122.84	116.67	114.67	112.93						
Hong Kong (55)		204.51	+0.5	173.38	172.28	172.79	203.18	+0.5	3.97	203.57	172.41	170.69	171.55	176.58	170.57	170.57	188.05						
Ireland (16)		157.04	+1.6	132.27	132.67	135.21	135.21	+1.7	3.78	154.58	132.69	132.89	133.00	137.51	151.78	161.05	181.63						
Italy (77)		171.35	-1.9	150.47	150.06	150.26	152.29	-1.9	3.55	172.09	150.67	149.37	150.26	166.55	180.85	188.92	181.63						
Japan (473)		94.32	-0.4	79.95	79.44	79.98	73.44	-3.6	1.07	95.28	83.24	82.41	82.84	84.21	140.95	94.32	162.66						
Malaysia (68)		225.38	+0.2	199.53	198.28	198.85	222.06	+0.0	2.73	234.92	198.87	195.35	195.35	224.20	162.53	162.53	188.05						
Mexico (18)		1653.84	-1.9	1401.32	1393.02	1397.22	1630.45	-1.9	1.09	1605.09	1393.02	1393.02	1393.02	1582.95	1786.77	1576.91	613.27						
Netherlands (25)		154.34	+0.4	130.83	130.00	130.33	144.85	+0.6	4.32	151.69	130.17	128.67	128.53	128.05	156.48	147.88	194.80						
New Zealand (14)		42.57	-1.5	36.08	35.96	35.96	41.85	-1.0	6.39	43.22	36.81	36.24	36.43	42.05	48.52	42.57	48.49						
Norway (23)		171.32	+0.6	145.23	144.31	144.74	148.85	+0.9	1.72	170.35	145.06	143.84	144.53	145.48	145.48	145.48	188.05						
South Africa (61)		187.44	-0.8	167.37	166.30	166.80	160.40	-0.4	2.18	188.88	166.37	165.60	166.41	167.51	172.07	172.07	188.05						
Spain (19)		228.54	-0.8	192.70	192.49	192.72	197.27	-0.8	3.93	230.39	192.68	193.13	194.11	174.51	263.60	203.16	202.18						
Sweden (56)		148.94	-0.1	126.26	125.46	125.83	116.50	-0.1	5.17	149.03	126.22	124.97	125.59	116.57	180.47	148.73	162.66						
Switzerland (50)		188.23	+0.5	158.68	157.45	157.93	163.20	+0.3	2.77	187.91	158.15	157.15	157.97	161.87	193.07	173.08	188.05						
United Kingdom (226)		167.79	-0.2	144.63	144.23	144.53	144.53	-0.4	2.51	169.67	144.58	143.75	144.38	145.16	92.15	104.22	95.99						
USA (523)		182.39	-1.8	137.55	136.78	137.20	162.93	-1.8	3.04	165.40	140.60	140.60	141.32	142.03	188.28	165.85	182.15						
Australia (791)		142.39	+0.0	120.00	119.94	120.31	121.23	+0.2	4.03	142.34	120.55	119.35	119.96	121.01	150.58	138.31	145.06						
Nordic (98)		173.41	-0.3	147.00	146.06	146.53	144.85	-1.0	2.23	173.99	147.36	145.89	146.85	148.51	149.52	170.96	194.28						
Europe Basin (717)		99.92	-0.3	84.87	84.17	84.42	84.85	-3.1	1.48	103.49	87.85	86.78	87.22	87.32	147.31	89.92	142.36						
North America (538)		117.11	-1.8	99.27	98.63	98.93	99.76	-1.5	2.72	119.24	100.99	99.95	100.75	101.57	161.87	109.87	102.15						
Europe Ex. UK (563)		126.14	+0.0	133.73	134.89	133.30	158.75	1.8	3.05	126.87	134.85	135.19	135.45	151.67	167.99	167.99	188.05						
Japan Ex. Japan (244)		156.18	+0.2	135.54	130.72	131.11	158.06	+0.3	3.54	154.10	130.17	128.88	130.23	139.39	129.33	124.01	127.74						
World Ex. US (1702)		119.67	-1.8	101.45	100.81	101.11	102.15	-1.5	2.73	121.82	103.17	102.16	102.67	103.72	146.81	118.67	144.80						
World Ex. Asia (1258)		129.69	-2.0	110.10	109.41	109.75	115.15	-1.9	2.87	132.54	112.25	111.14	111.14	122.31	150.59	118.67	144.80						
World Ex. So. Am. (2154)		132.54	-1.8	113.58	111.68	111.89	129.29	-1.6	2.87	132.54	113.58	111.68	111.68	122.31	150.59	118.67	144.80						
World Ex. Japan (17252)		154.89	-1.0	131.91	131.56	131.56	145.21	-1.0	3.42	155.83	132.67	131.26	131.26	145.94	161.90	154.76	148.96						
The World Index (229)		133.18	-1.8	113.95	113.46	113.95	145.21	-1.8	3.66	135.85	113.70	113.48	113.48	122.76	157.30	133.18	145.06						

Management Education and Training

SECTION III

Thursday April 9 1992

Business schools must adapt to a changing and more discriminating market in harder times, writes

Andrew Adonis. Companies are seeking more individual attention, and beneath the title "MBA" lies an ever-wider variety of courses.

Serious management education is ceasing to be the preserve of high-flying executives

Adapting in hard times

BUSINESS SCHOOLS never had it so good as in the 1980s. Their MBAs became prized commodities; their numbers and earnings soared; so did the salaries of their faculties. And as the "enterprise culture" swept Reagan's America and Thatcher's Britain, their offspring vied with popes and prelates as arbiters of official morality.

Now, it is hard times. Or harder times, at any rate, as recession bites, "kinder, gentler" values rise uppermost, and schools come to terms with a decade of frenzied expansion. For most, though, it is not a question of decline, but of adaptation - to a new climate and to a changed market in which individuals and companies show themselves more discriminating and refuse to buy the old type of off-the-peg courses and MBAs.

It is also a decade for change in the status of institutions, as the top brass in host universities come to see their business schools as more than simply milch cows to prop up under-funded humanities departments.

The US now produces 70,000 MBAs a year from more than

250 accredited programmes; the number of institutions offering MBAs in Britain has almost doubled in a decade - up from 47 to 82; and apart from Germany, whose corporate culture and lengthy first degree programmes have kept the business school at bay, the rest of Europe has experienced growth to match. "There is a now a clear sense of weakening," says Mr Roger McCormick of the Association of MBAs. "But in the past decade the growth rate has been so strong that it would have been impossible to maintain it."

The impact of the recession apart, across the sector six trends are clearly marked. First, executive courses - as opposed to degree programmes - are assuming a progressively higher profile in management schools' budgets and output. Typically, half an institution's income now comes from courses - programmes anything in length from a few days to a few months' mini-MBA.

The drift is also to more company-specific courses, and away from off-the-shelf programmes open to all comers.

According to Mr Jean-Michel Beeching, marketing director of the London Business School's executive education programmes: "Companies used to take whatever business schools had to offer them. Now they are much more mature as customers: they are coming to business schools and saying 'we want' rather than just looking in through the shop window."

The drift is to more company-specific courses, away from off-the-shelf programmes open to all comers

European schools are well-attuned to the shift - recognising that competition comes not only from other institutions, but from increasingly professional in-house or contracted training teams employed by companies themselves.

Variations on the theme of "developing a long-term, inter-active relationship with companies" reverberate around most schools - and are becoming more than a slogan in some.

British institutions such as Ashridge, Templeton and Henley have long pioneered tailored courses, and almost half of executive-course income at LBS, IMD (Switzerland) and Insead (France) now comes from such programmes.

The position in the US is more mixed: some leading schools, notably Harvard and Stanford, stick resolutely to open programmes, while others have become active players in the "tailored" market. Wharton (Philadelphia) reckons that tailored courses will account for two-thirds of its income within a few years.

The second trend is a response to "the flattening of traditional corporate structures and hierarchies", in the words of Mr George Bain, principal of the LBS. "The demand is for a new generation of well-rounded, generalist managers - not the dominance of the specialist of old." Accordingly, management education is increasingly seen as an ongoing, not once-for-all, process. The concept of paid sabbatical leave has yet to catch on much beyond academia, but it is the logical goal.

"Internationalisation", a novel concern with management in the public and not-for-profit centres, and the application of new technology - particularly video and interactive software packages - to management education are the next three trends. They are assessed in articles later in this survey. Many leading business schools will tell you only three truly international schools exist: IMD, Insead and theirs. Most will also say they take the public sector "seriously" and are in the "forefront" of applying new technology. Look carefully beneath the blurb in all cases.

The sixth trend is a rapid growth in part-time and distance-learning courses. The new-style part-time or distance-learning MBA is a management development programme, geared particularly for those in mid-career - not a magic turnstile to a career shift and a salary hike for thrusting executives in their late 20s.

That trend is still working its way through. A survey last year by the Council for National Academic Awards of Britain's 8,000 entrants to MBA

courses - who split fairly equally between full-time, part-time and distance courses - found the typical MBA student to be male, 27 and middle-class, doing the degree on his own initiative with only limited help from his employer.

A few years hence, "middle class" should be the sole survivor from that composite. Britain's Open Business School, launched in 1983 and claiming now to train more managers than any other in Europe, is a leading force for change. It has just graduated its first 211 distance-learning MBAs - and has another 4,000 in the system. MBAs are, however, only the icing on the OBS cake; more of its effort is devoted to a certificate in management for first-line managers and a diploma for middle managers.

"It may sound drastic, but there isn't much of a role for middle management in tomorrow's world" is Mr Ludo Van der Heyden's view from Insead - through whose portals middle managers generally pass only on their way up.

Professor Andrew Thomson of the OU takes a different

view. Drawing a "British management" pyramid with 0.35m senior managers at the top, 1.3m junior managers at the bottom and 0.8m middle managers in between, he says: "the high-flyers - the Oxbridge, Ivy League, Grande Ecole group - will make it anyway; we need to be just as concerned with training those at the bottom and in the middle, whose management

The typical MBA student was male, 27 and middle-class - and doing the degree on his own initiative

careers are as likely to move sideways as upwards."

The fate of the British Management Charter Initiative - launched in 1988 after reports that each UK manager received just one day's formal training a year - is instructive in that regard. In numerical terms, its record is mixed. In Leeds only about 50 of the 10,000-odd eligible companies have joined the MCI. But its "crediting compet-

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Editorial production
Gabriel Bowman



ence" programme for improving management skills has attracted more than 60 Leeds managers in the first five months since its launch. Separately, the Leeds Training and Enterprise Council included £700,000 in this year's budget for training supervisory and first-line managers - paying up to £1,000 per manager and £10,000 per company.

Most of the funds are for approved courses developed with - and put on by - Leeds business school, a part of Leeds polytechnic. Leeds Tec is confident the funds will stimulate local businesses to efforts of their own - and not just after the recession.

Leeds business school is rather less glamorous than its London counterpart with the same acronym. For the most part its students do not populate the great consulting and investment banking houses; nor do they generally proceed to average salaries of £38,000 (Insead's 1990 average for MBA graduates taking jobs in Britain). But management education has as much to offer them as their high-flying counterparts - and it is waking up to the challenge.



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MANAGEMENT EDUCATION AND TRAINING 2

TECHNOLOGY TRAINING

Don't get frightened

THE DAYS when the highest technology to be found in a management training room was a blackboard and chalk are long gone.

Today's managers are being taught with the latest electronics equipment, ranging from interactive computer simulations to multimedia presentations and language laboratories. And one of the things they are learning is not to be intimidated by the technology.

But at the same time companies are demanding greater value for money from management education and training schemes - one reason for the growth of "distance learning" and training videos, and the launch in the UK next month of the Executive Business Club, a subscription television service from Management TV International.

EBC will comprise an hour of management training and business information programmes each week broadcast in encrypted form over BBC Select - the new pay-TV channel of the BBC. The idea is that member organisations will be able to decode and tape the broadcasts, building up their own library of training videos.

One recent study valued the total UK market for video-based training at more than £22m and estimated that it would grow by between 20 and 25 per cent this year. Such is the growth in the market that a few books have begun

appearing to help trainers use video more effectively, among them "Using Video in Training and Education" by Ashley Pinnington, a consultant to Henley Management College.

Production and distribution companies such as Video Arts produce catalogues containing dozens of films dealing with subjects as diverse as sexual harassment, how to negotiate and telephone sales techniques.

Most of Video Arts' titles run for between 15 and 30 minutes and cost £100 or more to hire for two days, around £185 for a week or from about £800 to buy outright. Many of them feature comedians such as co-founder John Cleese, or Mel Smith and Griff Rhys Jones, and are based on the premise that managers are more likely to absorb a message if it is presented in a simple, concise and preferably humorous way.

Video Arts' latest catalogue includes such nuggets as "Agreeing to Agree" starring Mel Smith and Griff Rhys Jones on the art of negotiation, "Cold Call" on telephone selling, "How to Lose Customers Without Really Trying" and "Grime Goes Green" which explains the need for a corporate environmental strategy.

In the UK other video producers include Melrose Film Productions and Longman Training whose new catalogue includes over 150 titles dealing with issues like Total Quality,

sales techniques and health and safety for VDU users.

Some of the management colleges themselves have begun to produce training videos. Sundridge Park Management Centre, a pioneer in the use of technology in several areas, will design and produce what it calls "trigger" videos for use by corporate training departments.

Sundridge Park's training technologies department has also developed a sophisticated interactive videodisc package called "The Next Candidate" to help train managers in interviewing techniques. Some of the video production companies such as Longman Training

"Beat the Boss" forms an introduction to business dynamics; another programme, "Handling Time" is an exposition of discounted cashflow

ing have also begun to offer interactive videos.

By combining the images from a laser disc with the power of a computer, interactive video provides a powerful training tool. The interactive video user can ask questions, receive information and work through a training package at his own speed.

Among the discs available from Longman are several aimed specifically at managers including one on delegation and another on appraisal and counselling. Purchase prices range from £795 to £2,990 for "Account Ability" which introduces the Price Waterhouse seven-step approach to understanding and interpreting financial statements. Hardware to use the interactive videos is available for hire.

Personal Computers (PCs) are also making their way into training colleges in other guises, for example as gateways to other services. At Ashridge for example, the Learning Resources Centre houses not only the library but also a bank of PCs hooked up to electronic data bases.

Desktop PCs now have the power to run interactive training programmes and the type of business simulation packages that not so long ago could only be run on a mainframe.

Many management colleges now offer students a chance to play business games or work simulation packages on classroom PCs. Ms Monica Seeley, an expert on computer aided management training from Sundridge Park, points out that computers can also provide computer-aided managers with the chance to learn about computers and information technology itself. "They provide hands-on experience in a non-threatening environment," she says.

Inter-active computer training programmes, once a rarity, are now available from many sources and some are extremely specialised. For example, Stratix, an interna-

tional strategic training consultancy, has developed a range of computer simulations including Markups and Markstrat, which enable users to apply and test marketing concepts and approaches in a realistic and highly competitive market environment.

The firm recently launched a new simulation called Bidstrat which replicates the behaviour of bidding markets such as aerospace, medical systems and other high tech industries.

Other companies such as London-based RBRC software have produced team business simulations which involve a team of four acting as a board of directors and running a company for five years.

One of RBRC's seven programmes is called "Beat the Boss" and forms an introduction to business dynamics; another called "Handling Time" is a computerised exposition of the logic and mechanics of discounted cashflow (DCF) and its application to business decisions.

Other software companies such as FSMD of Cheshire, set up by four former graduates of Manchester Business School, specialise in designing, developing and implementing educational programmes for individual companies, mainly in the financial services sector.

Computers are also being used on their increasingly popular "distance learning" courses, the 1990s successors to the correspondence course. A number of colleges including the Open University, Lancaster University and Henley Management College use computer conferencing - achieved by hooking home computers up to a college mainframe computer via a modem and telephone lines. The big advantage of computer conferencing is that it allows students, no matter how geographically dispersed, to communicate with each other and the college as a group.

For example, Henley's Extended Learning Programme (HELP) allows students to connect with a central college database to retrieve details about the course, workshops, examinations and administration. They can also exchange electronic mail and take part in computer conferences and have access to the college library and on-line databases.

The other area in which technology is being put to good use is for language training, viewed as increasingly important on both sides of the Atlantic and symptomatic of the pronounced trend towards internationalisation in management education.

At the University of Bradford's Management Centre, which has one of the largest MBA programmes in the UK, students have jumped at the chance to learn languages in the centre's state-of-the-art language teaching system - an interactive touch-screen system made by Sony and the first of its kind in Europe.

Paul Taylor

AMERICANS AND Britons do it, Asians and even East Europeans - now do it. People around the world have been swept up in the glamour of the Masters of Business Administration degree.

The MBA used to be seen as the automatic passport to a vastly enhanced salary, a flashy sports car and an imminent seat on the board of a major company. It is still widely perceived as a useful stepping-stone to better things.

Even so, recently the degree has come under a cloud as an explosion in supply has coincided with a growing disillusionment and the pressures of recession. For some unfortunate students in Britain at least, the MBA has become a staging post on the way to temporary unemployment.

British employers have historically had a lower regard for the qualification than many of their counterparts overseas, particularly in the US. Even in North America, the reputation of MBAs has suffered periodic tarnishes, with the typical 28-year-old graduate stereotyped as being trained for no position less worthy than the chief executive of a major corporation.

Attempts to change the curriculum have not always proved too effective. Harvard Business School - one of the most famous of the American schools and the originator of the "case method" approach to teaching - was criticised publicly last year by Mr Ian Evans, chairman of LEE, the management consultancy. He said he would view applicants to his firm from the school with great scepticism, arguing that the admissions policy there was now "wayward".

Last year, MBASE, a computer-based employment service for job-hunters MBAs, produced a widely-reported survey that suggested employers had little interest in the degree. The findings stung the careers officers of many business schools, already demoralised from one of the most difficult years for recruitment they could recall.

But the Association of MBAs (Amba), based in London, pours scorn on these negative images and stresses that interest is higher than ever. It estimates that the number of British students graduating from UK institutions alone with the coveted degree has risen from 775 in 1975 to an estimated 4,500 in 1991. At the same time the number of organisations offering courses has shot up from a handful to about 82.

Mr Peter Calladine, administrator at Amba, says: "I think people recognise the MBA as a portable qualification, which is very often a way out of a corner, to prevent them becoming a specialist."

Mr George Bain, dean of the London Business School, agrees that acceptance of the MBA is growing, as demonstrated by both the rising number of students and of employers willing to sponsor them.

Nevertheless, he concedes that "some firms are reluctant to hire freshly-minted MBAs". He also says that the past is not entirely untrue, and the general consensus is that the



Harvard University: its business school's admissions policy has been criticised as "wayward". Andrew Jack takes the measure of the MBA

Value of a degree

number of job offers to graduates has dropped by a quarter in the last two years.

"The environment is tougher now," he says. "There is no question that there was a great boom in management education, which for the moment has ended." But he says new institutions have continued to enter the market for MBAs, even though the peak has obviously been reached and the market is overprovided for.

"The quality of faculty to staff up expansion like this is just not available," says Mr Bain. "The market will sort itself out. Many weaker suppliers will withdraw and the late entrants will probably suffer."

That is hardly reassuring for students now contemplating studying for an MBA. But the lesson is nonetheless clear. As Mr Bain puts it: "You have to be very thoughtful. Choose an institution with care."

Mr Calladine adds: "Despite what everyone says, there is no such thing as the best school. It is no use someone in the national health service who wants to stay there going to a school where most of the graduates go into finance."

He says prospective students should take every opportunity to talk to faculty, current and former students, and even possible employers at business schools to learn about the course offered and what it might lead to.

The distinction between different types of MBAs is shown clearly in a detailed analysis of the growth of enrolment in courses. Amba figures show that full-time MBA students are now in a diminishing minority. The intake last autumn was 3,500 on full-time courses.

The figure appears to have levelled off, which partly reflects the costs and risks of the degree: on top of tuition of several thousand pounds a year, students have to pay accommodation and other expenses. Most important, nearly all give up their job, their salary and typically any commitment to re-employment.

Perhaps surprisingly, a further 6,000 students were enrolled on part-time courses, giving them the chance to continue working - and often be sponsored by their employers. However, both these figures now appear to be relatively

stable. The real area of growth is for MBAs obtained through distance-learning, such as the courses offered by Henley, Warwick and the Open University.

Ms Sheila Cameron, MBA programme director at the Open University, and author of a book on the qualification, stresses that her course offers a great deal of contact with other students through tutorials and residential sessions as well as tapes and workbooks.

It also has the advantage - like all the other distance learning courses - of being entirely flexible, with no requirement to attend courses

at fixed times, regardless of other pressures on an individual's time.

For those who choose a course with care - and are realistic about their abilities and ambitions - the MBA can remain a rewarding and often remunerative qualification.

Amba - 15 Duncan Terrace, London N1 9EZ - publishes a series of books, offers student loans and holds a business school fair at the Institute of Directors in London in October. The University of London Careers Service holds one at the Business Design Centre, Islington, in the spring.

Sheila Cameron, The MBA Handbook, Pitman, £16.95. George Bickerstaffe, Which MBA? Economic Intelligence Unit, £25.

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BUSINESS SCHOOLS continue to up visions of high-flying MBAs, aggressive corporate executives and mega-buck courses and conferences. The idea of nurses and teachers - let alone charity workers - rubbing shoulders with managing directors seems quaint, almost absurd.

In many of the major management schools, it is quiet. A day in and the words "public sector" go unheard; the nearest the London Business School's executive programmes get to them is courses for ambassadors and senior Home Office officials.

Increasingly, however, business schools are waking up to the public and not-for-profit sectors, and vice versa. The growth in part-time and distance learning MBAs has been in no small part geared to them (not excepting LBS), and courses are following, too.

"Management" has ceased - just - to be a dirty word in the public sector. With hardly a country in Europe and the Americas standing apart from the trend, a new managerial culture is sweeping through state bureaucracies. Devoted responsibility, profit centres, even autonomous trading funds, are increasingly widespread; and as privatisation reduces the size of the state machine, the cultural insularity of public sectors is progressively weakening.

Britain has gone further than most in all those directions. Privatisation has cut the state sector in half in a decade. In the remaining half, trusts, contracts and fundholding are advancing in the health service, compulsory tendering in local government, and devolved budgets and administration in state schools and colleges. Not even Whitehall is immune: under the "next stage" programme more than half of all its civil servants now work in semi-autonomous executive agencies and the proportion is set to rise to three-quarters by mid-decade.

The management implications are dramatic: almost overnight the typical secondary schools head or fundholding GP is finding himself a multi-million pound manager, in most cases with nothing but 20 years at the blackboard or in a hospital/practice as preparation. Management education in the public sector is no longer limited to high-flying civil servants taking courses at the civil service training college at Sunningdale (itself barely 20 years old - and now an agency); it is spreading to every school and hospital in the land.

Of the National Health Service alone Dr Christina Townsend of the NHS Training Directorate says: "We have a million employees, of whom 240,000 can be designated as managers - after all, as soon as you become a ward sister you take on significant management responsibilities."

The directorate is pioneering a training strategy to give all managerial staff a nationally recognised qualification through distance-learning programmes. Courses have been developed with the Open University and the Institute of Health Service Management.

"We were particularly keen to ensure proper back up and to see that case material directly relates to the health service," says Dr Townsend. "If you just produce training



Taking on responsibilities: nurses at work in a ward at St Mary's, Paddington

Tony Andrews

THE PUBLIC SECTOR

New culture sweeps out bureaucracies

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materials, they won't use them; a lot of our work has to be done to ensure there are local tutors and mentors to give support." The courses were launched last year. The first-year take-up target was 1,000 managers; in the event 1,500 signed up, and the directorate is revising its targets.

The Open Business School, which claims to be Europe's largest business school with 25,000 course registrations this year, gears many of its distance learning courses to the new market. The OBS's professional certificate in management - the first of three levels leading up to an MBA - runs a foundation course specifically for the voluntary and non-profit sector. Leading clients include Barnardo's and the Red Cross.

"Nothing like it has been produced before in the UK or elsewhere," claims Mr Rob Paton, senior lecturer at OBS. "It shares the successes of the voluntary sector and its unsung heroes."

Another option at certificate

level is "managing health services". Aimed at health service managers "regardless of their profession or occupation", its content is fairly general - "managing yourself and your job", "managing people", "managing in your organisation" and "managing in the external environment" are the principal modules. The course fee is £825, with a reduced rate of £695 for health service employees.

The OBS has also launched a new MBA option on "Managing Public Services", aimed directly at managers in the civil service, NHS, local government and the police. Organised into three blocks and a project, it tackles issues including the differences between public and private sector management, the working of internal markets, competition between agencies supplying public services and innovations in resource management.

Some parts of Britain's public sector are more active on the management education scene than others. Local gov-

ernment, with tightly constrained resources, has tended to lag behind Whitehall and the NHS. Even there, however, courses are developing fast.

Birmingham University's Institute of Local Government and Strathclyde's Local Authorities Management Centre are leading the way. The Strathclyde centre, established in 1987 with a grant from the Convention of Scottish Local Authorities, is part of a university business school which already has a strong public sector record (British Rail is a leading client). It offers a range of in-service and post-professional courses for middle and senior managers. Strathclyde regional council is the largest client, but participants come from across the country.

Professor Alan Alexander, the centre's director, says: "For middle - and some senior - managers our courses provide a first exposure to general management concepts. That's particularly important in local government, where the emphasis is on technical disciplines and qualifications first, and management second." The courses have had a strong knock-on effect in encouraging managers to take MBAs, and the centre is about to launch an MSc in public management.

Research into public sector management is also gathering pace. London's Imperial Business School and Cranfield Institute of Technology are just two of many to have established public sector research groups.

The IBS has a health service management project, partly financed by North-West Thames Regional Health Authority, exploring "appropriate structures and cultures" to support NHS trusts (in whatever form they survive the election). Cranfield's emphasis is on "practitioner researchers". According to Professor Leo Murray, Cranfield's director: "We are looking to them to see how management skills can best be improved in what is, without doubt, a different environment from that we business schools are used to working in."

Teachers are further down the line. Even Mr Chips, though, may find a business course as essential as teaching practice before long.

Andrew Adonis

Profile: ASHRIDGE MANAGEMENT COLLEGE

School that is not in anyone's pocket

AT MANY British business schools it would have been an insult until recently to suggest the institution was "close to the market", or that the academics had "dirty hands" because they involved themselves closely with "real world" issues. Not so at Ashridge.

"We think it's great; we are in the business of getting our hands dirty," says Mr Peter Biddowes, Dean of Ashridge Management College. Indeed, Ashridge has long prided itself on being both relevant and accessible to business, rather than irrelevant and remote.

Mr Michael Osbaldeston, chief executive of the management development centre and business school based at Berkhamsted, Hertfordshire, explains: "We are driven by learning objectives rather than education objectives."

Accordingly, Ashridge has always tailored both its courses and other activities to business requirements. It was among the first business schools to recognise the need to become more customer-focused and to ensure that executive programmes matched business needs, something many of its competitors are now imitating.

"It is extremely important that we recognise there is a market we serve, and also that we anticipate market requirements," says Mr Osbaldeston. Nevertheless, he accepts that it is important to maintain a balance, and to avoid the danger of becoming simply a commercial training organisation. So far, Ashridge appears to have succeeded in striking the right balance. It is one of the most highly regarded business schools in the UK, particularly for its teaching, and is also becoming well-known overseas.

In maintaining the balance between academic and market considerations, Ashridge is fortunate in a number of ways.

As an educational trust, set up by an act of parliament, it is independent and does not have to answer to a parental organisation like many business schools attached to universities. And as Mr Osbaldeston proudly points out, it is also financially independent. "We are able to run ourselves as a business, and we can say no, we are not in anyone's pocket," he says.

Mr Osbaldeston talks about being in partnership with the companies which are its primary clients. He sees partnerships as an alternative to the traditional client/supplier relationship.

This concept of a partnership between Ashridge and its clients has other important benefits. It helps bind the clients to Ashridge and enables it actively to market the full range of its services while also providing much of the raw material for research projects.

Both Mr Osbaldeston and his

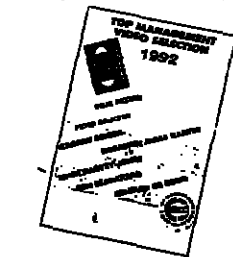
predecessor, Mr Philip Sadler who retired two years ago, have followed a strategy at Ashridge of offering a steadily broadening range of services, including consulting and research as well as training, to the business school's clients, in response to market requirements.

In the early years in the 1960s Ashridge mainly offered open courses for managers which were marketed domestically and to the old Commonwealth nations, particularly those in south-east Asia.

But in the 1970s Ashridge offered tailor-made management training programmes for companies, courses "set up by industry to serve industry and not by academics," says Mr Osbaldeston. By the late 1970s and early 1980s it had grown to a position of dominance in this field and tailor-made training programmes for companies now make up about 40

Continued on next page

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Profile: INSEAD

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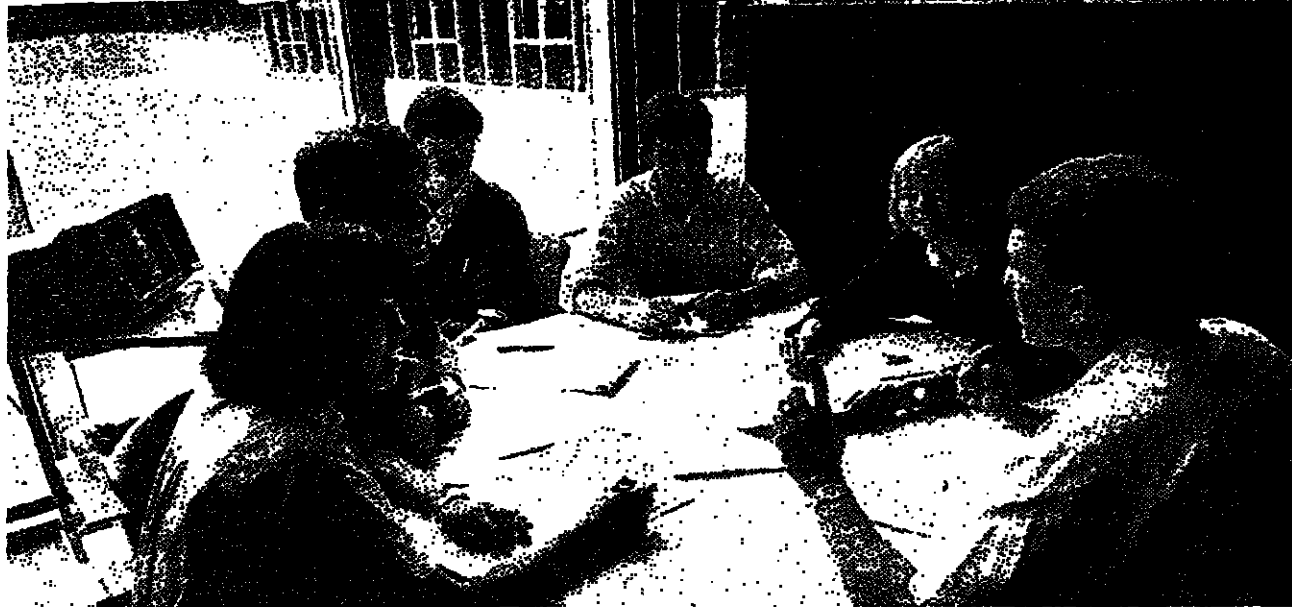
"THE ONLY thing French here is the food - and that's probably a good thing," goes the quip at Insead, the European business school at Fontainebleau on the edge of the Bourbon kings' renowned hunting forest.

L'Institut Européen d'Administration des Affaires, Insead, may be 65km south of Paris, but it could as easily be on the outskirts of Basel or Brussels, given its success in downplaying the French connection. Teaching is mostly in English and administration in French; but a stroll across the dining room adds Spanish, Italian and Japanese (not German - symbolically enough for a business school).

Insead claims to be the pre-eminent international business school, and is now widely regarded as such.

The smaller International Institute for Management Development (IIMD) in Switzerland has a strong reputation; the Paris-based EAP's three-country experience, MBA, is highly rated; London Business School is rapidly strengthening its international credentials; and the buzz-word "internationalisation" reverberates across leading American campuses. But in breadth, depth and output, Insead has a formidable claim to the crown.

"For us, international management education isn't a goal, it's a reality," insists Mr Ludo Van der Heyden, Insead's co-dean. It is reflected in all three of the institute's main divisions. Its 80-strong faculty is drawn from more than 20 nationalities, 90 per cent of them holding at least one degree from the United States. On executive programmes, the rule of thumb is that no more than 16 per cent of participants on any one course are



Insead's MBA programme "seeks to prepare participants by simulating business reality in a low-risk environment"

from the same nationality. MBA students are drawn fairly evenly from North America and the leading European states - excepting Germany, which in 1990-91 had only 6 per cent to match France's 16 per cent and Britain's 20 per cent. A tenth hail from Asia and the Middle East. Typically, more than a third of each graduation go to work in a country other than that of their passport.

To ice the cake, Insead also boasts a well-appointed Euro-Asia centre, with five academic staff and a range of management development programmes based in Europe and throughout Asia.

Not that Insead's top brass sees the international dimension as the be-all and end-all. "All programmes have to be more international, but that doesn't mean that all tomorrow's managers will be truly international," says Mr Van der Heyden. "There's still plenty of room for the regional manager."

Executive courses are Insead's breadwinner. Almost 60 per cent of last year's total income of FF234m (£24m) came from executive courses. Public programmes account for just over half of all participants: the rest attend courses tailor-made for particular companies or consortia of companies. Courses vary in length from a few days to the month-long Advanced Management Programme - which now runs four times a year, up from once a year a decade ago.

The development of programmes for the former Soviet bloc is a high priority on the short course side. Mr David Young, a finance professor, has pioneered programmes for Polish managers, and is planning others - in conjunction with IIMD and LBS - to "train trainers" from across the new democracies. European Community funds permitting, that is - difficulties in the securing of which prompt acid remarks about the problems faced by European institutions without a strong national champion when confronting Brussels, the supposedly "European" citadel. Insead has grown fast and big in the last decade - somewhat faster than it can manage, mutter some potential customers. MBA numbers have grown at an annual rate of 19 per cent for the last decade, yet the brakes have still to be applied: plans are afoot to increase the intake from 450 to 600 a year, with executive programmes (which subsidise the MBA) expected to grow at a

similar rate. Since 1989, a small but growing PhD programme has also been running, a boon to Insead's research capacity.

A more interactive relationship with companies is the key to Insead's future, says Mr Van der Heyden. "Companies will require partnerships with business schools of a new kind - a much more dynamic link." He sees business schools becoming more the consultant, less the teacher - on the medical analogy, a shift from peddling cures to preventing disease in the first place.

He cites Insead's link with Digital Equipment - which dates back to Insead's foundation - as a model for things to come. It involves Insead faculty in company study teams, and a steady stream of Digital managers passing through Fontainebleau. The aim? To make

management education less an act of faith, only indirectly connected with corporate objectives, and more a direct linkage between business schools and corporate development.

"The trend is towards more - and more custom-designed - executive education: in the long run degree programmes are dead," says Mr Leon Selig, director of executive education. In the short run, however, the year-long MBA remains the brightest feather in Insead's cap.

"I was expecting to find a country club atmosphere - Porsche in the drive, that sort of thing," says one American participant. "But nothing of the kind. It's friendly - yet intense and relentless." That is the general impression. Competition is sharp, but group working smooths the edges and enthusiasm abounds. Other than comments on over-stretched facilities, few reservations are expressed.

"The best thing about the place is that it shuts at midnight - or else we'd be here all night too," volunteers a Canadian, with apparent frankness. Simulations and problem-solving in small groups are the standard features - interspersed with lectures and a hectic social round. The course is unapologetically general: electives are offered only after four months of core courses.

The MBA course has two entries a year - January and September. It is divided into five two-month sections, with exams at the end of each. And it doesn't come cheap: budget to spend FF230,000 (£23,000) for the year, advised a survey of 1990 participants. And after? According to Insead's career management service, typically three-quarters of each intake want to start their own business. Barely 1 per cent do so straight out of Insead, but within seven years more than two-thirds are owner-managers. An impressive score - in any language.

Andrew Adonis

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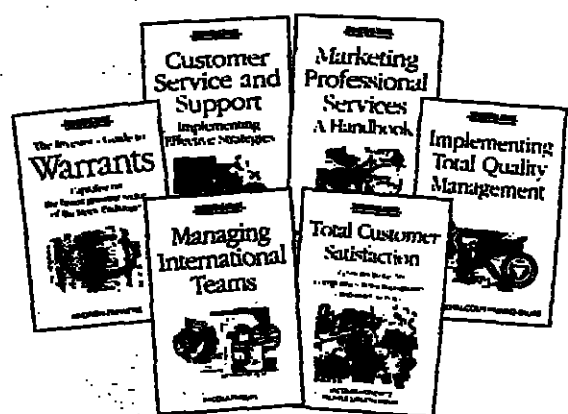
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Ashbridge management college

From previous page
per cent of its total course offerings.

Following a Europe-wide survey to identify specific and future management development trends, Ashbridge undertook a comprehensive overhaul of its short courses which are now divided into seven multi-disciplinary themes to reflect business realities rather than traditional subject categories.

"Managers wanted to be active participants in the courses rather than just recipients," says Mr Beddowes. At the same time, companies were demanding more value for money from executive education. Mr Beddowes says: "Managers attending our redesigned open programmes will find that within the broad structure, there is enough flexibility for them to shape the programme to their particular learning needs."

"This approach enables them to benefit from the interaction with peers from other companies, and at the same time pursue a path of learning that fulfils their personal requirements."

However in recognition that some clients require a qualification, Ashbridge introduced its own one-year Masters of Business Administration programme in 1987 - a qualification which is validated by City University and is aimed squarely at providing those with management experience, and in particular at management "high fliers", with accelerated leadership development.

The MBA programme is

small - there will be 30 people on it next year - and very expensive. For this reason, almost all the students are sponsored by their employers. As part of the course, the students undertake a "live" strategic project on behalf of their employer or an adopted "host company," again ensuring that the MBA course does not become remote or irrelevant.

Last year Ashbridge published a survey of its MBA alumni entitled *Exploding the MBA Myth*, which showed that graduates of its year-long MBA course, launched in 1988, were highly satisfied with

The Institute for Organisational Change in France is seen as a "experimental centre" which will conduct research across national boundaries. If it succeeds, it could become "a model for how a management centre of the future might operate"

their qualification. Ashbridge is currently considering whether to offer a part-time MBA programme.

Since the early 1980s, Ashbridge has also sought to present itself as an organisation that offers more than just the standard open or tailored one or four-week training course or MBA programme. Today Ashbridge's activities include: Ashbridge Management College. Established in 1989, this offers what Ashbridge is best known for: the short duration courses, both external and internal, and the MBA programme. Altogether Ashbridge runs more than 5,000 courses a year.

Ashbridge Consulting Group. Formed in 1985 in response to

market pressure for advice, ACG is a profit-making organisation with £1.75m income last year.

Ashbridge Strategic Management Centre is a London-based applied research and consulting group established in 1987 and run by Mr Michael Gould and Mr Andrew Campbell, formerly of the London Business School.

Ashbridge Management Research Group. This used to be the research division of the college and was hived-off two years ago as a separate entity. It conducts research projects and surveys for companies, governmental bodies and work

internationalisation, the IOC is seen by Mr Osbaldeston as a "experimental centre" which will conduct research into all human aspects of implementing change across national boundaries. It will also hold workshops and conferences on change management as well as providing consultancy services in this field to companies. If it is successful, Mr Osbaldeston says it could become "a model for how a management centre of the future might operate."

Through these units Mr Osbaldeston is attempting to position Ashbridge as a multi-disciplinary organisation able to meet the needs of companies for management training, research and consultancy services. He believes the future lies in a more integrated approach towards management and organisational development.

One example of this approach is a post-course consultancy service that Ashbridge offers to help managers implement what they have learned. Participants on the college's Leadership Development programme leave with a confidential tape recording of their final assessment to which they can later refer and, 12 months after completing the programme, they receive a questionnaire to review their progress.

"We pride ourselves on our ability to meet market needs, and we redesign our programmes to take account of the growing demand for courses which develop understanding, skills and competences," says Mr Beddowes.

Paul Taylor

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Profile: LONDON BUSINESS SCHOOL

The word that says it all

If Mr George Bain were given just a single word to encapsulate the London Business School, there is little doubt which one he would choose. Talk to the faculty and students, wander the buildings, or read the brochures, and the theme is everywhere.

The word is "international". So much so that a party of visitors arriving blindfolded from abroad at the grassy campus in Regent's Park, central London, might not even realise which country they were in.

Mr Bain, the principal of the school, deserves his chosen word. A Canadian with dual nationality, he says he spends much of his time defending Britain to the British. But his vision for the school stretches far more to the west over the Atlantic and south across the Channel than it does north into the traditional industrial heartland of the UK.

"We are one of the top maybe 10 or 12 business schools in Europe and the US," he says without hesitation. "This may sound self-serving, but I'd like to think we combine the best American and European business school traditions."

The LBS, he suggests, has elements of the north American schools which traditionally have a reputation for academic excellence, mixed with European ones which are historically more focused on vocational skills.

He likens the school to an aircraft carrier, on which future business leaders can land, re-orient themselves and

then take off again in new directions. Students from the US are partly driven to the LBS by the over-academic focus of institutions in their own country, he suggests, and partly as a way of becoming exposed to "a wider Europe" while their language skills may initially hold them back.

Conversely, many European students want a flavour of American business without committing themselves to a full course there, Mr Bain argues.

"If you ever find a dean who says he is not internationalising his business school, tell me," he says. "But I don't think any other British school is as international as we are." That, if anything, is the unique selling point of the LBS, he says.

The statistics certainly go some way to bearing out this vision. Two-thirds of the students on the full-time MBA degree are foreign nationals, and half of those studying for PhDs. Even on the part-time MBA course 20 per cent are not British, and a handful commute from continental Europe even for this programme.

Mr Bain's drive to internationalise the school has led to radical changes in the curriculum over the past few years, which he characterises by

three "I"s. International is, of course, the first. The others are integrated and dealing with implementation.

By integrated, he means providing a course which is coherent with interdisciplinary teaching. "Business schools have historically been far too vertical," Mr Bain says. "Courses have been compartmentalised into functional units, such as accounting, finance, production and marketing. They then painted a little line called strategy on top and hoped it all hung together."

By implementation, he refers to the need to switch emphasis from simply problem-solving to providing solutions and the skills which allow managers to put their recommendations into action. "The MBA has traditionally been longer on analysis and a bit short on process

skills," he says. In addition, he talks about four specific aims for the school as a whole over the next few years. The first - surprise, surprise! - is to enhance the internationalism of LBS still further. While non-UK nationals are a high proportion of students, he would like to see more foreigners among the faculty.

Second, he places great emphasis on what he calls "balanced excellence" - that teaching and research are of equal importance. He says the faculty should be expected to gain visibility in the business community as much as in the academic community - which, he adds in the same breath, they have been doing.

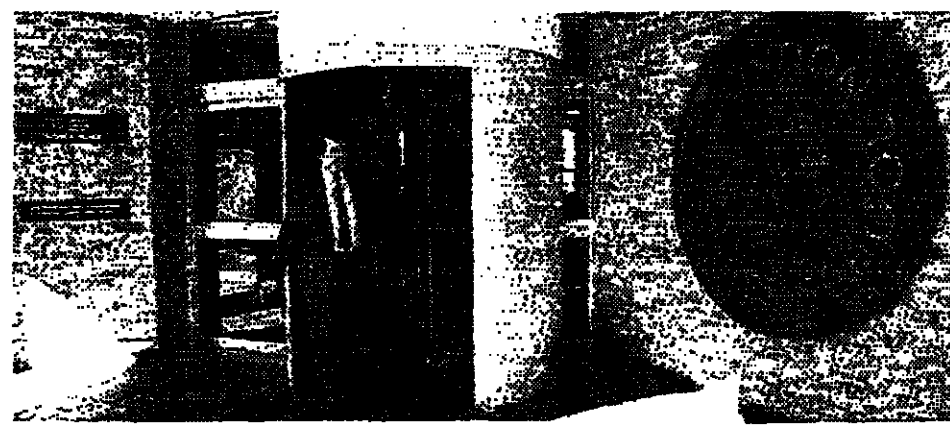
Third, he wants to see further growth in some parts of the school, despite its presence already as the largest in

Europe. He says there needs to be "a bigger critical mass" in some specialisms such as accounting and marketing.

Finally, he calls for a much closer partnership with business through "effective learning partnerships". "That reflects a recognition that there is no substitute for the company as the learning laboratory," he says.

All this management education does not come cheaply. The full-time MBA, which currently enrolls 210 people a year, costs £25,000. The part-time equivalent at the moment costs £6,500 for each of three years.

There is also a wide range of more specialised courses to choose from, ranging from £4,700 a year for a PhD and £13,000 for the international executive master's programme to £20,000 for the Sloan MSC degree.



The London Business School, near Regent's Park

To these costs students obviously have to add accommodation and forgone earnings. Recently, those who are not sponsored have often had to face the possibility of another risk, even at a school as highly-regarded as LBS: unemployment.

The school's most recent annual report has rather more text and glossy post-modern collages than it does figures. But one box showing the destinations of the 176 MBAs graduating in 1991 includes 20 per

cent in a euphemistic "other" category, which comprises "freelance work, deciding on offers and seeking employment".

"It is taking people longer to find jobs," Mr Bain concedes. "MBAs are finding it harder to get job opportunities than a few years ago. They have to have to look harder. But the fact I don't know the proportion who are unemployed is an indication of how serious I think the situation is."

For those with the money, or

sympathetic and education-committed employers, an alternative is participation in the non-degree programmes stretching over a number of days or weeks and costing a few thousand pounds each.

These cover subjects from corporate finance and brand strategy to one dedicated entirely to discussing the issues raised in copies of the Financial Times and the Wall Street Journal.

Andrew Jack

Profile: OXBRIDGE

Less dreaming in the spires

OXBRIDGE has just discovered the MBA. Twenty-five years after graduate business education began to be taken seriously in Britain, its ancient universities are finally, tentatively, putting their toes in the water.

Cambridge is first off the mark. It was closer to the line in the first place, with a range of undergraduate management courses already running, linked mainly to engineering but including a manufacturing and engineering tripos dating back to the mid-1890s.

The university made a decisive shift last year when it launched a fully-fledged management school, named the Judge Institute - after Mr Paul Judge, former chairman of the food operation company Premier Brands, who donated £8m to get it started. Other large benefactors have come from Mr Simon Sainsbury of the retailing family (£5m) and accountants Peat Marwick (£1.5m). "Management education is a subject which has been strangely neglected by our great universities," said Mr Sainsbury pointedly when announcing his gift.

The institute, currently in temporary premises opposite the Fitzwilliam Museum, will move in a few years to a purpose-built complex on the Old Addenbrooke's Hospital site in the city centre. The first 20 MBA students arrived last October - half of them British, average age 28, all sponsored by companies, and a majority working for international blue chip companies.

MBA numbers are expected to rise to 60 a year by the late 1990s. "We are not going to get in the business of having hundreds of students," says Dr John Hendry, director of the MBA programme. "Our course is as much a management development programme as a degree, involving close collaboration between staff and sponsoring companies - that makes heavy demands on tutors."

The MBA is an unusual three-year sandwich course. Students must be sponsored by their employers; after an initial 10 weeks in Cambridge, they return to their organisations for a year, when their work is supplemented by supervised

study programmes and three one-week sessions at Cambridge. A second term is followed by another year of work and supervised study, and the course is topped off with a final nine weeks at Cambridge. At £7,000 a year, the institute is not trading on its name unduly.

In addition to the MBA, Cambridge has also launched an M Phil programme: 19 students are in their first year, and about half are currently intending to pursue research at the doctoral level afterwards. It also plans a range of short executive courses, due to start at the end of next year.

Oxford has long been a serious player in the executive course market. Templeton College, the university's management school, runs a small master's course in business, but has devoted most of its energy to developing management programmes. In 1990, courses generated 70 per cent of the college's £3.7m income.

Its programmes are mostly commissioned by particular companies: regular visitors include British Aerospace, Ford Europe, Thames Water, P&O, United Biscuits and the British Council Overseas - the last sponsoring a course teaching Indian managers how to work in export markets.

Templeton, a nondescript campus founded in 1969, is three miles from the dreaming spires - well beyond the city's ring road. It is the chosen location for the large expansion of business studies planned by the university for the next decade. A £40m expansion scheme has been agreed: more than £5m has been raised to date, and fund-raising will start in earnest once a director is chosen. An appointment is said to be imminent - but since the college has been saying that for months, it appears to have had difficulty finding a suitable "big name".

Oxford's MBA, due to be launched in October 1994, is an altogether more ambitious venture than Cambridge's. From an initial intake of 40, an annual entry of 150 is planned by the end of the decade. Doctoral students included the school will be about 600-strong, with a teaching faculty of more than 50, plus 25 research



Checking exam results at Cambridge University

fellows. That will make management the largest of the university's graduate departments.

An expansion of undergraduate management courses is also planned, with an economics and management bachelor's degree on offer from 1994.

Oxford's MBA is to be a two-year full-time degree. "We think there is a role for a two-year flagship course," says Dr Derek Morris, one of its architects. "Few schools in Britain besides Manchester and LBS offer one at the moment, and with a three- to six-month internship included, it offers the right balance between theory and practice."

The university is anxious to dispel any impression that Templeton's location implies a marginal role for management studies in the future. About two-thirds of the MBA students will be members of "old" colleges, and most of the faculty will hold fellowships in them too.

Perhaps Templeton will be for management what Nuffield, a graduate college established in the 1930s, is for the social sciences: a focus and magnet, *primus inter pares* for graduate studies in its field. But at least Nuffield, with its monstrous tower, can be seen from Car-

fax. Templeton is 10 minutes away by taxi - and some Oxford dons wish it was further still.

Andrew Adonis

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MANAGEMENT EDUCATION AND TRAINING 6

Profile: WHARTON

A time of reappraisal

AT THE end of a corridor in the Wharton School in Philadelphia hangs a photograph of Donald Trump, the financier who made his fortune in the 1980s and fell on harder times in the 1990s. Mr Trump is one of the alumni whose achievements are still celebrated. Those of another, the disgraced Michael Milken, are no longer so publicly applauded.

Wharton's power was undisputed in the 1980s, and remains enormous. It is one of the three big US business schools that exert a tight grip on the world market in management education - the others being Stanford and Harvard. Among the three, Wharton's fortunes seem most bound to the past decade's explosion of interest in free market business and finance.

The school was founded in 1881 by the Philadelphia financier Joseph Wharton. It is part of the University of Pennsylvania.

It was established by Benjamin Franklin - yet its independent reputation and its financial strength set it apart among the university's graduate schools. It is often regarded with a mixture of awe and resentment by outsiders.

This is a time of reappraisal and self-analysis for Wharton. Its reputation is as the best US business school, and many of those who gained MBAs found easy rewards in the 1980s bull market. At the same time, the number and size of US business schools grew to the point where there is now over-capacity of up to 10 per cent on some estimates.

So Wharton is attempting to redefine itself more in sympathy with the 1990s zeitgeist, while holding on to its traditional strengths. It is a tricky balancing act, symbolised most strongly by a new curriculum being tested out for the first time this year on 130 of the

intake of 880 students paying \$17,750 each a year to study for a two-year MBA.

These are also nervous times for many of the MBA students. Jobs are not as easy to come by as they might have anticipated this year, and they came with high expectations of what they would get for their money. As at other business schools, there is a vociferous debate over the quality of the teaching, and whether the MBA education is still worthwhile.

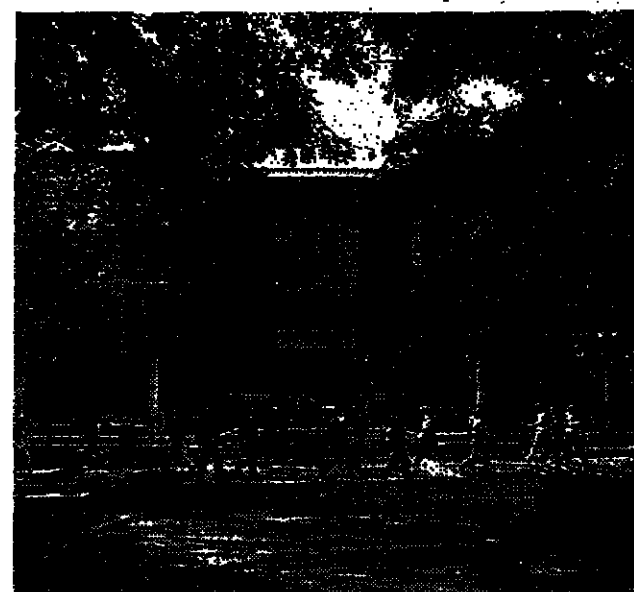
The man charged with steering this vast enterprise - with a faculty of 180 and a capital endowment of \$95m - Wharton is as much a large business as a university graduate school - along an uncharted course is Mr Thomas Gerrity, the dean. He has a vision of what Wharton should become, although he acknowledges that it is easier said than done.

Mr Gerrity's view is that

business schools should concentrate on giving leadership skills not only to MBA students, but to undergraduates and executives attending part-time courses. He thinks managers now have to be able to integrate approaches from operations or marketing or finance to solve a range of complex problems from early on in their careers.

"Managers now require great cognitive and analytical abilities, and enough of the craft of leadership to follow their ideas through and deliver actions," he says. In practice, that presents a tall teaching order for an academic institution which has divided teaching into separate functional areas, and not bothered about blending ideas.

Wharton's main response has been to establish its new curriculum, which tries to raise standards by adding a four-week preparatory course to the start of the first year.



Thomas Gerrity, dean of the Wharton School (left) in Philadelphia: overseas recruits are key to future

and offers a series of six-week module courses during the two semesters. The over-riding principle is a stronger emphasis on interdisciplinary study of business strategy.

Those involved in the pilot curriculum say it had an uncertain start because it involved a different approach

from a faculty which was used to the old ways. But some students now see benefits. Ms Andrea White, a first-year student, talks enthusiastically of professors from different disciplines debating business case studies in classes.

Wharton is careful to distinguish its approach from that of

But in the final analysis, Wharton may not be able to shape its destiny alone. The demand for its services will depend on the overall market for management education. Executive education is clearly booming - that side of Wharton's business brought in \$16m revenue last year - but the MBA market is a more uncertain matter.

Mr Gerrity professes little concern about Wharton, but says the future for US business schools depends on attracting a continuing stream of overseas recruits. Twenty-nine per cent of the MBA intake last year were foreign. For the moment, US schools hold as strong a market share in world business education as Detroit used to in the world car market.

The dean does not believe this is likely to change rapidly, despite an inevitable rapid competition from Europe and south-east Asia. "There will be more competition, but we are not going to see radical change overnight. This is not the software industry," he says.

John Gapper

The writer is a Harbours Fellow of the Commonwealth Fund, New York

Andrew Jack finds a new subject on the syllabus

The attraction of ethics

FROM THE country that fostered Ivan Boesky and Michael Milken is a subject coming to a management education syllabus near you soon: business ethics. Under the surface of the profit motive, many executives of the future are beginning to call for classes preparing them for wider responsibilities.

While the 1980s in the UK have been associated by many with a selfish individualism driven by the spirit of private enterprise, an undercurrent of corporate responsibility has

also been on the rise. Since the late 1970s in the US, business schools have been introducing courses reflecting students' concerns with the ethical decisions they may face day-by-day in corporations. Commentators say demand has been driven by growing concern over a succession of corporate and political scandals which emerged during the decade.

Now the same concerns are infiltrating courses in the UK and Europe. At a conference in London last September, more

than 100 academics and business executives gathered to discuss subjects as diverse as ethics during a recession, the slot machine and gambling industry, and Czechoslovak attitudes to privatisation.

These initiatives have been foreshadowed by the growing interest in areas such as ethical investment, better environmental practices and good employment policies, which have given rise to a number of organisations and an expanding literature over the past few years.

Professor Andrew Likierman at the London Business School recalls a group of students approaching him in the early 1980s with an interest in discussing ethical issues in the workplace as well as the more "mechanical" skills generally on offer in the curriculum. The school responded with an optional course in 1987 which

has run several times since and has been consistently well attended.

Mr Brian Harvey, from the education department at Nottingham University and secretary of the European Business Ethics Network and author of a study of corporate social policy for managers, says: "I definitely have the impression that more business schools are offering courses now."

Last year he ran a course in the university's school of management and finance attended by 30 students. Now through the production of a number of case studies on European business ethics for class teaching, to supplement the existing widely-used material which comes from the US.

These include a study of the issues surrounding the marketing of RU 486, the "morning-after" contraceptive developed in France, the tensions between a chemical company and an environmental pressure group, and the difficulties facing IBM managers in Germany trying to reconcile the need to make redundancies at a plant which is no longer required with the company's traditional commitment to employees and the local community.

He says much of the development of ethics in the US has been driven by the strong sense of community involvement by business, in turn reflecting a traditionally less active belief in the role of the state.

Prof Likierman argues that

not only is business more central to society in the US, but also people are more willing to be frank about the dilemmas they may face at work. He says the subject is an important one, and beginning to spread to the UK and elsewhere, but he adds: "To be frank, it is not absolutely the thing of the 1990s. It is not just a fashion, but neither has it been very seriously tackled yet."

Mr Kirk Hanson, senior lecturer at the Stanford business school in California, says there is a great deal of interest from US corporations - many of which have now launched codes of ethics governing their operations.

He sees the biggest problem not as raising money to teach and research the subject, but in finding people to teach it. Business ethics is still a relatively unstructured academic specialism, and is often more controlled by philosophers and theologians who have turned their attention to business than by business school lecturers themselves.

Prof Likierman says there are also difficulties in deciding how to introduce ethics into the curriculum. Theoretically, there are ethical issues which ought to be discussed in every course on offer. "But not everyone finds it easy to teach, or is willing to find room by pushing out what they regard as a central part of their course," he says. In fact, most of the courses on offer are not only demarcated rather than integrated, but also optional.

rather than about black and white," he says.

Most academics introducing ethics into business school curricula stress that they are not intending to provide students with rights and wrongs. What they hope to do is offer students a chance to recognise and discuss the ethical dimensions of the environment in which they work, and have the critical ability to make better decisions as a result.

But in true business school style, ought they not now to be

able to evaluate and quantify the scale of their success? Are there any signs yet that the new breed of ethically-trained managers are cleaning up business?

"It's hard to tell. We can't say there have been 43 per cent fewer indictments among our graduates," says Mr Hanson. But if interest from both companies and students is anything to go by, the companies of the future should be better equipped to address the most ancient of issues.

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